

AGENDA
MASSACHUSETTS AFL/CIO
EXECUTIVE COUNCIL MEETING
DECEMBER 18, 1986

PARK PLAZA HOTEL - STANBRO ROOM

PRESIDENT'S REPORT

SECRETARY-TREASURER'S REPORT

DEPARTMENT REPORTS - COPE & LEGISLATION - EDUCATION

GUESTS - CHARLES FISKE, FATHER OF JAMIE FISKE, RECIPIENT OF LIVER TRANSPLANT
DR. YORAM PERI, HISTADRUT

COMMUNICATIONS:

Thank you note to Sec.-Treas. Carpenter from IUE Local 276 for participation in rally.

From Bronwen Zwirner, member of Mass. AFL/CIO Education Committee, advising she is on a two-month leave of absence and will not be available for Committee meetings until after March 1st.

From Sheet Metal Workers Int. Assoc., Central Mass. and Vermont. re: testimonial dinner for Ronald "Moose" McCarthy on Jan. 23rd.

From Governor Dukakis to Pres. Osborn and Sec.-Treas. Carpenter reaffirming his commitment to reemployment assistance benefits.

From Vice President of Salem State College to Sec.-Treas. Carpenter re: Tax Reform Act of 1986 and how contributions to college will be affected.

From Boston College re: Boston Citizens Seminar meeting on Dec. 2.

From Nat. Football League Players Assoc. re: their per capita payments.

From AIM Local 264 to Ronald Simpson, Pres., Alliance of Unions, re: problems in affiliations.

From Sec. of Exec. Office of Economic Affairs, Joseph Alviani re: the report of the Governor's Advisory Committee on Innovation.

From David Brenner, Pres. Laundry and Dry Cleaning Int. Union Local 66 thanking Pres. Osborn and Council for support in their recent strike.

From Blue Cross & Blue Shield re: change in plan by Mass. AFL/CIO Council employees.

From National AFL/CIO re: Institute on Teaching Techniques for Labor Education being held Feb. 22 - 27, 1987.

From International Coordinating Council inviting Pres. Osborn to be a member of their Board of Directors.

From Robert Crane thanking Council for help in his campaign.

From Domenic Bozzotto re: problem with John Hancock vs. Back Bay Hilton workers.

From Director William Foley, United Steelworkers, thanking Pres. Osborn for attending their PAC conference.

From Herman Brown, Reg. Dir., Jewish Labor Committee, thanking Pres. Osborn for speaking at the Conference on Women at Risk in the Workplace.

From Sen. Richard A. Kraus thanking Pres. Osborn for endorsement in his campaign.

From Rick Rendon asking Pres. Osborn to present Golden Donkey Award on Jan. 22nd.

From AFL/CIO re: Union Privilege Benefit Program, specifically credit card program.

COMMUNICATIONS (CONTD.)

From Benjamin Kincannon, Deputy Dir., Governor's Office of Economic Development, re: meeting of the selection committee for the Spirit of Massachusetts Innovation Awards.

From James Grande, Administrator, Operating Engineers Local 4 Apprenticeship Fund to Sec. Treas. Carpenter, re: his questions on the report of the Governor's Advisory Committee on Innovation.

From Salem State College Pres. Amsler advising of his sabbatical leave absence for second semester and also his resignation.

From Lt. Governor Evelyn Murphy thanking Pres. Osborn for endorsement.

News release sent from Salem State College, re: Pres. Amsler being chosen as one of 100 most effective presidents in the nation.

MINUTES

EXECUTIVE OFFICERS MEETING

DECEMBER 11, 1986

PRESENT: Pres. Osborn, Sec.-Treas. Carpenter, Exec. Vice Presidents Lydon, Evers and Faherty

MMS to send President to Atlantic City to New Jersey AFL/CIO Legislative Conference. Passed unanimously.

MMS to support Hispanic Alcoholic Recovery Program. (CASH - ESPERANSA). Passed unanimously.

MMS by the Secretary-Treasurer and the President to have the Finance Committee review a proposed budget and this committee meeting to take place in January. Secretary-Treasurer reported on the deficit spending and the future outlook as a need for this meeting. President had asked for this meeting prior to this. Passed unanimously.

Secretary-Treasurer gave report on Ad Book. \$20,713 raised.

Secretary-Treasurer gave an update on the building and options discussed. The proformas have changed resulting from a smaller amount of rentable space than anticipated and increased costs in the mortgage and added costs in the interest rates. S.T. suggested this go to the Finance Committee for discussion. As a result of these changes, the Secretary-Treasurer said Finance Committee should look at three options: 1) stop proceedings and suffer our already existing losses; 2) continue to build and then sell at a profit and 3) build and occupy as originally planned.

Discussion took place over what the annual raise and other adjustments, as requested by staff, should be. After long discussion, it was decided for Secretary-Treasurer and President to meet with staff, explain financial situation and tell them we are giving 5% even though finances are low. MMS to give 5% increase to officers and staff. Passed unanimously.

Secretary-Treasurer gave report on Re-employment Assistance Benefit and the I.S.P. (Industrial Services Program).

MMS to direct Secretary-Treasurer and President to work on the problem. Passed unanimously.

MMS to have President contact Phil Mason to replace Secretary-Treasurer on Salem State College Board of Trustees. Passed unanimously.

MMS to authorize the President and Secretary-Treasurer to attend a Congressional breakfast in Washington to talk about loss of jobs in G.E.. in Northeast. passed unanimously.

MMS to file Associated Day Care Services request. Passed unanimously.

MMS to refer Peabody Federation of Teachers request to Paul Devlin. Passed unanimously.

MASSACHUSETTS AFL/CIO

DELINQUENT REPORT

NOVEMBER 1986

LOCAL UNION	DATE LAST PAID	AMOUNT
AFT 1896	OVER 1 YEAR	\$ 105.00
APWU 000A	" " "	600.00
DALU 21432	" " "	225.00
LAFF 1768	" " "	306.00
LBPA 29	" " "	87.00
LCWU 260	" " "	138.00
LTU 13	" " "	1,800.00
LUE 233	" " "	165.00
272	" " "	24.00
272	" " "	288.00
297	" " "	852.00
LIU 1162	" " "	900.00
OCAW 86	" " "	84.00
UPIU 121	" " "	456.00
204	" " "	480.00
599	" " "	99.00
1102	" " "	324.00
USA 2237	" " "	60.00
3722	" " "	108.00
SEIU 495	JANUARY 1986	2,000.00
UPIU 1355	" "	190.00
CWA 1371	FEBRUARY 1986	126.00
LAM 1544	" "	171.00
LUE 251	" "	191.25
URW 573	" "	756.00
AFGW 94	APRIL 1986	12.25
LUE 278	" "	130.40
USA 8216	" "	69.00
LFPE 151	MAY 1986	40.50
LUE 262	" "	54.00
SEIU 285	" "	6,750.00
ESE 96	" "	45.00
UPIU 120	JUNE 1986	165.00
LUE 219	JULY 1986	29.00
UPIU 514	" "	100.00
TOTAL		\$ 17,930.40

MASSACHUSETTS AFL/CIO

CHANGES IN MEMBERSHIP

NOVEMBER 1986

LOCAL UNION		FROM	TO	+	-
AFSCME	787	208	195		13
	851	602	590		12
	1736	166	188	20	
	2616	209	208		1
	2894	91	103	12	
AFT	495	752	766	14	
	1289	425	385		40
	2378	300	284		16
HRB	26	4500	500		4000
IAFF	739	236	244	8	
	792	234	232		2
IBEW	1014	104	98		6
IBPA	296	26	25		1
	939	34	35	1	
ICWU	57	109	108		1
	414	244	246	2	
IFPE	112	47	42		5
ILGWU	12	72	65		7
	33	1327	1175		152
	73	117	106		11
	80	512	461		51
IUE	554	199	179		20
	212	0	22	22	
	254	311	313	2	
	255	2764	2771	7	
	271	92	90		2
	273	86	83		3
	296	21	20		1
	68	86	83		3
IWIU	122	74	77	3	
	609	517	520	3	
NABET	15	92	110	18	
RWDSU	61	325	382	57	
	583A	325	327	2	
	584A	175	183	8	
UFW	154	458	797	339	
	159	32	34	2	
UPIU	197	395	400	5	
	579	426	421		5
USA	4124	9	11	2	
	6406	32	34	2	
UTW	4	94	85		9
TOTAL				529	4361

Ad Book

From Ed Isles -
" Unions

5221.28

18,050.00

TOTAL = 23,271.28

5221.28 is 35% of 14,917.92

Spoke IUE DIST II Pittsfield

JAN 28TH
Congress mtg
G.E

Geraldine Fennaro

Maritime Port Council

World Trade Ctr

Coloquium Nichols College

Labor Guild Dinner

China Pear 1

Apprentishy Coordinator's Hosp

RAB mtg DES

CAKR

LEATHER

"It was Daren, their two-year old son, who kept them going. Marilyn would come home from the hospital with tears streaming down her face, and Daren would ask a simple question like, "Who are the Seven Dwarfs, and what are their names?" Somehow, he was the reminder of a world in which there was laughter and hope."

Marilyn Fiske
AMERICAN BABY
September 1984

"It is our hope that THE FAMILY INN will provide a warm, caring atmosphere where families can find refuge from the stress and strains of transplant procedures."

Charles & Marilyn Fiske



T H E F A M I L Y I N N

70 SEWALL AVENUE, BROOKLINE, MA 02146 617-566-3430

P. O. BOX 1692, 70 SEWALL AVENUE,
BROOKLINE, MA 02146



"a home away from home"

70 SEWALL AVENUE, BROOKLINE MA 02146

(617) 566-3430

Hundreds of families in New England are waiting for a family member to receive a life saving organ transplant. When that day comes few will be ready to cope with the emotional and financial strain of the months of pre and post transplant procedures, many of which are so serious a family member must live nearby.

This was the situation Marilyn and Charlie Fiske of Bridgewater, Massachusetts found when they took their nine month old daughter, Jamie, to Minnesota in 1982 for a liver transplant. The immediacy of Jamie's care and needs were overwhelming but just as critical was the love they had for their two year old son, Daren.



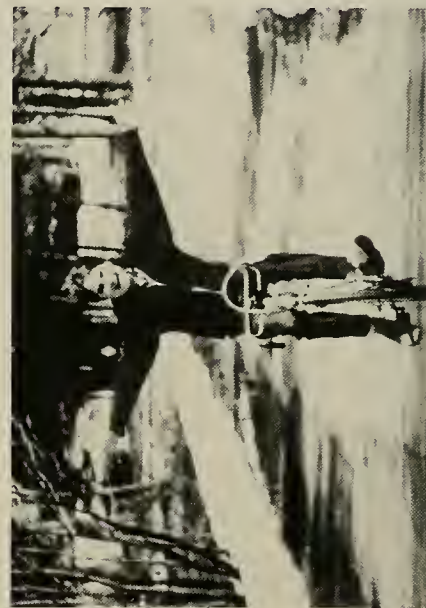
Jamie and Daren Fiske

For most families the disruption of a once ordinary existence intensifies and simple family activities of eating, sleeping and doing laundry are overshadowed by the ever present health condition of the ill family member. Finding a place to live on and off for weeks or even months can be overwhelming.

Recognizing the special need for services to families of transplant patients, *THE FAMILY INN* is being established as a non-profit "home away from home." The residence will house ten families with each family maintaining their own room. The living room, den, kitchen, playroom and dining room will be shared.

THE FAMILY INN will be available to individuals who are in Boston while a family member is hospitalized for transplant reasons. *THE FAMILY INN* is convenient to the major transplant centers and public transportation.

Development of *THE FAMILY INN* has been possible through the generosity of Mrs. Jean R. Yawkey, The Boston Life Underwriters Association and WBZ-TV 4, a Group W television station.



Courtesy of The New England Organ Bank

Yes,

I wish to join with the Fiskes in association with the Boston Life Underwriter's Association and WBZ-TV to make *THE FAMILY INN* a reality.

Enclosed is my check for _____, payable to *THE FAMILY INN* which is fully tax deductible.

Name / Corporation

Address

City

State

Zip Code

Boston Life Underwriter Member



T H E F A M I L Y I N N

70 SEWALL AVENUE, BROOKLINE, MA 02146 617-566-3430

OVERVIEW: THE FAMILY INN has been established in the Boston Area as a home-away-from-home for families of transplant patients. This will offer lodging for ten families at an \$8 per night fee. The need for this is based on the number of families affected by organ transplants each year. According to the 1985 data from the New England Organ Bank, there were 1,505 transplant operations performed in New England which included cornea, kidney, bone marrow, heart, skin and liver transplants. The disruption caused to each family is both emotional and financial. Patients hope that organ transplantation will extend the length and quality of their loved one's life. Yet that hope is continually challenged by the pressures and activities of a traumatic hospital stay. Families spend long hours at the patient's bedside, and return each night to the loneliness of a motel room. In addition to the emotional strain, treatment severely depletes the family's resources. Expenses, such as travel, food, loss of wages and babysitting for children at home are not covered by medical insurance.

SERVICE: Home Away From Home - THE FAMILY INN will be a home away from home. There will be ten bedrooms each with its own closet and storage space. Families will share the living room and den with a handy laundry room conveniently located near the children's playroom. Outside will be the play area with swings and sandbox as well as off street parking. Just like every home, the real center of the INN will be the large kitchen with multiple sets of appliances and plenty of space for dining. Families will buy their own food and prepare meals according to their own schedules, sharing hopes and fears with others going through the same experience. Each family will be responsible for the daily cleaning of their own rooms. They will stay as long as their loved one needs treatment. The average length of stay will be approximately two to three months. Live-in house parents will provide a home-like atmosphere for families living at the INN. Families staying at THE FAMILY INN will have three basic reasons for being there:

- 1) The Evaluation Visit for a Transplant Operation
- 2) Transplant Operation and Post Operative Period
- 3) Post Transplant Check-Up and Follow-Up Evaluations

LOCATION: THE FAMILY INN is located at 70 Sewall Avenue, Brookline, MA, a neighborhood that is accessible to the major transplant hospital within the Boston area. Primary concern for the location included proximity to public transportation and the fact that the INN will be within walking distance to four of the major transplant hospitals. Concern has been given to identifying a neighborhood within the urban setting that is safe as well as having sufficient space for parking and play area for siblings.

Building and Construction Trades Council of the Metropolitan District

AFFILIATED TO THE

BUILDING AND CONSTRUCTION TRADES DEPARTMENT

AFL - CIO

TERRITORIAL JURISDICTION

Arlington, Boston, Belmont, Brookline, Burlington, Cambridge, Canton, Chelsea, Dedham, Everett, Malden, Medford, Melrose, Milton, Norwood, Reading, Revere, Somerville, Stoneham, Waketfield, Westwood, Winthrop, Winchester, Woburn; and the Islands of Boston Harbor



50

TELEPHONE
617 - 227 - 8585

8 BEACON STREET
SUITE 53
BOSTON, MA 02108

UNION CONSTRUCTION WORKERS TO DONATE \$250,000 WORTH OF LABOR

TO FISKE FAMILY INN PROJECT

EMBARGOED til December 13, 1986

Boston Building Trades Council President Leo Purcell today announced that member construction unions will be volunteering their labor on the renovation of the Family Inn in Brookline, a home-style residence for families of organ transplant patients. (The project was instigated by Charles and Marilyn Fiske, the parents of Jamie Fiske -- more on Family Inn on page 2) Purcell says the unions are dedicated to the prospect of "making a miracle happen".

The donated labor will come from the Bricklayers Union Local #3, the Carpenters District Council of Boston, the International Brotherhood of Electrical Workers Local #103, the Elevator Constructors Local #4, Engineers Local #4, Iron Workers Local #7, Painters District Council #35, Glaziers Local #1044, Plasterers Local #10, Pipefitters Local #537, Plumbers Local #12, Roofers Local #33, Sheet Metal Workers Local #17, Sprinkler Fitters Local #550, and Laborers Local #22.

Project architect Todd Anderson of Eisenberg Haven Associates values this in-kind contribution at \$250,000.

Charlie Fiske says this is the best kind of Christmas Present.

Fiske says, "These family men have the generosity of spirit and the vision to make what is a difficult burden for parents and children that much easier to bear. They are giving of themselves to provide a home away from home for families

(more)

from all over the country coming to Boston for organ transplant evaluation and surgery." Fiske also notes that the construction unions are not only offering their labor, they are also starting fundraising efforts to defray the cost of building materials.

Purcell says the building trades are donating their "hard work because this is what we know how to do. We don't do black-tie charity galas, yet our guys have a history of giving to the community and this is how we do it." The Boston Building Trades donated all the labor for the renovation of Rosie's Place, and also volunteered all the labor for the reconstruction of a six family house on Columbia Road in Dorchester into a community shelter.

The rehabilitation work on the Family Inn will begin in the spring of 1987, with the opening day of the residence set for September of 1987.

The FAMILY INN

The Family Inn Foundation, founded by Charles and Marilyn Fiske, purchased a three story home at 70 Sewall Avenue in Brookline in July of 1986 with funding for a substantial down payment provided by Mrs. Jean Yawkey and the Yawkey Foundation.

Once renovated, the Family Inn will provide housing for ten families at the rate of \$8.00 a day for an average of two or three months a stay. There will be shared kitchen, dining, laundry and play area facilities, and a house parent on site to supervise the residence. The Fiske's discovered the need for comfortable home-style accommodations for parents and siblings of organ transplant patients when they spent three months in Minnesota where Jamie received her life saving liver transplant. Charlie Fiske says the emotional and financial strain, as well as the loneliness of hospital waiting rooms and motel rooms, made him painfully aware of the need for a reasonable, family style setting for the relatives of organ transplant patients.

For more info. on Family Inn and/or the union contributions call:

Leo Purcell	447-0177 (Home)	436-3710 (office)
Charlie Fiske	697-6659 (Home)	566-3430
Kate McGrath	436-0802	

The Family Inn

A place for parents of dying children

By Trisha Currier
The Patriot Ledger

At a backyard barbeque three years ago, Joseph D'Arrigo of Scituate met the father of Jamie Fiske, whose need for a liver transplant received national attention in 1982.

Charles Fiske told of the disruption his family went through during Jamie's transplant — shuttling the family between their Bridgewater home and Minnesota, where Jamie's operation took place, and the strain and financial burden of her hospital stay.

Fiske then mentioned that he and his wife, Marilyn, were trying to find a suitable house in the Boston area to establish an inn for out-of-town families to stay at during long-term hospitalization.

"What we went through was not at all unusual," Fiske said. "We were hearing the same thing from other families who would call and say, 'My kid is dying, what should we do?'"

The project intrigued D'Arrigo, president of the Boston Life Underwriters Association. He discussed it with the group's public service chairman, Edward Ritchie, who pledged the association would help raise \$1 million needed to finance the home away from home.

"The million will pay off mortgages, pay off renovations, and will establish a fund to support it," said D'Arrigo. "We'll do the house and it will be there forever. It will sustain itself."

The Fiskes spent 2 1/2 years seeking the right location — something near the major hospitals in Boston, big enough for several private bedrooms and with a yard for a play area.

In July, they purchased a Victorian house at 70 Sewall Ave. in Brookline for \$525,000 and established The Family Inn — a three-story wood frame structure on a quarter-acre lot. It is scheduled to open next September.

For \$8 per night, 10 families will be able to cook meals, do laundry and simply relax according to their schedules. The inn is within walking distance of four hospitals.

"The other issue is what you can't put a price tag on ... to have other people in the same situation, and to sit down with somebody else that can be emotionally sensitive to it," Fiske said.

Built in 1899, the house was designed by Julius Schweinfurth, who also designed the Pierce School in Brookline.

"We wanted to make it not like an institution, but like home," Fiske said. "What we want to do is provide a house which will be built with a lot of love."

No state or federal funds have been solicited or received for the project. It has received the financial backing of Jean Yawkey, one of the owners of the Boston Red Sox baseball team. She donated \$250,000.

"She liked the project and the sense of family, and has loaned her name to it," Fiske said. "That kind of personal commitment has opened a lot of doors."

That money enabled the Fiskes to get a mortgage on the inn from Mutual Bank in



Yunghi Kim/The Patriot Ledger

“
We love the big \$100,000
contributions, but the \$25
and \$100 contributions are
going to make this a reality.
”

— Joseph D'Arrigo

Newton, which did not charge point fees.

Other donations have ranged from money to services, including phone installation provided by a Sharon man whose child died while awaiting an organ donor.

"He called and said, 'Let me do the phones,'" D'Arrigo said.

Fiske said people with nothing to gain from the Family Inn have come forth.

Weymouth electrician Peter Cullen brought the project to the attention of Local 103, the electrical worker's union, and union president William Walker. The union offered to provide electrical work for free.

Other donations include a Macintosh computer and an offer from a Boston University graduate student to program the computer. WBZ-TV Channel 4 donated advertising for the project.

"A woman who didn't have a lot of money from the Framingham area made a quilt," Fiske said.

D'Arrigo said a lot of people working together for a worthy cause are at the core of the fund-raising effort.

"We are salesmen who are going out and asking people for money to help," he said. "We love the big \$100,000 contributions, but the \$25 and \$100 contributions are going to make this a reality."

D'Arrigo, a New York City native, has lived in Scituate for the past 15 years with his wife Patricia, daughters Kerri, Beth, Jennifer and Kate, and son Matthew.

Contributions for the Family Inn can be sent to P.O. Box 1692, 70 Sewall Ave., Brookline 02146. For more information, call 566-3430.



Joan Clifford photo

Charles and Marilyn Fiske, parents of liver transplant patient Jamie Fiske, in the yard of the Family Inn.

**Voice your
opinion about
health-care
options**
Page 31

**Letters are
music to
reader's ear:
Dear Abby**
Page 30

**Make sure
Rover stays
warm this
winter**
Page 31

Shelter for tragic times



By Susan Brink

WHEN a loved one is dying for lack of a suitable donor organ, the basics of normal life become secondary concerns.

Everything is sacrificed in the effort to save the life. Ordinary things like shopping, cooking and sleeping are overshadowed.

But the secondary pressures add up, said Charles Fiske, who went through the nightmare process of waiting for a donor liver while watching his child, Jamie, weaken and almost slip away.

For Charles and Marilyn Fiske, the momentum of desperation carried them from their home in Bridgewater to a hospital in Minneapolis. For five months,

they and their two children, Daren and Jamie, never all slept under the same roof at the same time.

The Fiskes were torn between caring for Jamie's life or death needs, and trying to maintain some sense of normalcy for their 2-year-old son.

Inevitably, the momentum of desperation ceased, and the moment of powerlessness arrived.

For the Fiskes, it arrived at 11 p.m. on Sept. 15, 1982, 1,368 miles from their home, standing next to a crib at the University of Minnesota Hospitals.

Suddenly, there was nothing to do but wait. Suddenly, there was enormous fatigue, and no place to go.

"Minnesota seemed like the middle of nowhere. We got off the plane, we got Jamie into the hospital. There wasn't anything more we could do for Jamie. The first week, we ended up camping in the parents' lounge of the hospital. It was the end of the line," said Charles Fiske.

The Fiskes want to help ease some of the secondary burdens for families of transplant patients, families stuck in the time warp at the end of the line.

There is no illusion that they can calm the anxiety, soothe over the feelings of hopelessness and uncertainty surrounding the medical questions. But they can provide a place to sleep, to eat, to shower, to do laundry. They are working on a 10-bedroom home away from home in Brookline to be called The Family Inn, for families caught up in the overwhelming turmoil of the powerless wait. It is scheduled to open in September, 1987.

The charge for a night's lodging will be \$8. There is only one other comparable facility in the Boston area: The Ronald McDonald House, which charges \$5 a night for families of children with cancer.

The Inn at Children's, located next to Children's Hospital, charges \$80 a night.

For Jamie Fiske, at the time the youngest recipient of a liver transplant, the wait paid off. Young Jess Bellon of Alpine, Utah, lay brain dead following a car/train crash in November, 1982. His parents, Laird and LeAnn Bellon, remembered an appeal on the network news, and they said yes to the donation of their son's liver.

Jamie Fiske is now nearly 5 years old, and her concerns follow the pattern of those of most preschoolers, from Halloween costumes to pilgrim customs, then on to Santa Claus.

In the four years since her successful transplant, the Fiskes have never stopped being available to other families awaiting transplants. They became experts on the dynamics of the media appeal.



HAPPY ENDING: Healthy Jamie Fiske plays with her brother Dane, four years after her life-saving liver transplant. Top is a photo of her as a sick infant. Jamie's parents are trying to ease the burden of other families when they are far from home getting care for a sick child.

Turn to Page 32

Family Inn is home for patients' families

From Page 29

They answered phone calls and offered advice.

Even before she knew if Jamie would receive a liver in time to save her life, Marilyn Fiske started scratching out notes on the kinds of things that would help other families while they waited.

Now, with the support of Jean Yawkey, owner of the Boston Red Sox, of WBZ-TV 4, and with a commitment by The Boston Life Underwriters Association to raise \$1 million, the Fiskes are renovating a century-old home in Brookline to serve as a place of respite.

The Family Inn will cover the basics that Marilyn Fiske jotted

in her note pad. It will have a playroom far away from sleeping quarters, but near to the laundry facilities and kitchen.

It will have a fully-equipped kitchen. Once a week, the live-in staff member will cook up a pot of something — spaghetti, stew — that will stay hot and can be served all evening as it is needed.

It will have bedrooms big enough to accommodate a family of four.

The resident staff person, not yet chosen, will be a person sensitive enough to know when to offer help, and when to stay away and say nothing.

It will have a living room and a dining room.

It will never, never have a

washing machine that requires quarters.

Even the best insurance coverage only covers medical bills. Policies do not cover travel, accommodations and living expenses for families of patients. No federal program covers those expenses, either.

"Two things happen: You're constantly getting bad news. I remember doctors coming at us, and we could see from looking at them that the news was bad," Fiske said. "On top of that, you're beginning to spend money at a very, very fast clip. It runs the gamut, from travel to accommodations to food. When you're far from home, ordinary things are inaccessible. Not only are you bearing bad news, but economically you're moving into a situation where there's no relief."

"You have to rely on family, or

the generosity of the public. At a time of great anguish, it's hard to think about how to go about a fund-raising campaign."

Medically, the news on transplants has gotten brighter since Jamie Fiske's surgery.

Economically, things have not changed much for families.

For Charles and Marilyn Fiske and their two children, life goes on in pretty normal ways. They are a significant step removed from the pain they see in families still waiting and uncertain.

But they don't remove themselves completely. They are determined to be available, to provide advice and help. Within a year they expect to provide the kind of home away from home they wish they had had while they waited.



CHARLES FISKE
Voice of experience

Thanks to Jamie Fiske, there's help for transplant families

INSURANCE | BENJAMIN LIPSON

Thanks to Jamie Fiske and the valiant efforts of her parents, consumers can be grateful for the knowledge of new and previously unpublicized methods of coping with the catastrophic costs of a serious illness.

And besides the widened insurance availability to come from the Fiske case, there is now much-needed logistical support in Boston for the families that must travel here for organ transplants for their children.

In the case of Jamie Fiske, the Bridgewater baby with a damaged liver, it was the need for a lifesaving transplant in Minneapolis that captured the sympathy of the nation. At the same time, her case raised many concerns for her parents.

Of paramount importance was locating a compatible liver that could be transplanted to the child. Lurking in the background were the costs for room, board, babysitters, use of a car and the loss of income sustained by the parents, whose presence was needed wherever the transplant might take place. Mortgage and car payments also had to be paid.

When illness strikes, insurance pays for treating the patient; it does not pay for the expenses incurred by the family.



Globe file photo

JAMIE FISKE All smiles

Group member has been covered under a group plan with another insurance company for a period satisfactory to Blue Cross' underwriters.

These valuable provisions are not available with other insurance companies. Even with the

new federally-mandated COBRA law and the Massachusetts mandated 39-week termination benefit, there are a number of gaps that can leave some employees who terminate voluntarily or involuntarily without any health insurance for existing or unexpected conditions.

Fiske is very much concerned that others should not have to undergo difficulty similar to his.

To ease the financial concerns of parents and loved ones of persons who may require transplant surgery at hospitals in the Boston area, he has, through the cooperation of the Boston Life Underwriters Association and Red Sox majority owner Jean Yawkey, who provided the money, established the Family Inn.

The Queen Anne-style dwelling on 70 Sewell Ave., Brookline, being remodeled and scheduled for occupancy in the fall of 1987, will be a home away from home for families awaiting a transplant in this area.

The non-profit organization will offer, at rates significantly less than motels or hotels, housing accommodations that include a sensitive and caring environment. Families can gain support from each other and meanwhile enjoy privacy, adequate kitchen and dining room area, space for siblings, a common living room and den, laundry facilities, play areas indoors and outside and accessibility to hospitals. Not bad for \$8 a

Like any other insurance consumer under a group health insurance plan, Jamie's father, Charles, assumed that the cost of a liver transplant would be covered. He was prudent enough to check with his insurance company and, despite initial assurances that there would be coverage, there appeared to be a wrangling on the part of the carrier as Fiske brought his case to the media and once the entire nation heard about his plight, Blue Cross reconsidered its position. From that day it made coverage available for not only liver transplants, but also for heart, lung, kidney and some bone-marrow transplants.

Today, with many insurers, coverage for transplants is still unclear. In most cases kidney transplants, where there has been considerable experience, are covered. Others involving heart, liver and other organs, however, are not always covered. Some underwriters will only cover transplants approved by the American Medical Association. Not even for a price will they cover a transplant considered experimental.

Charles Fiske recommends to all parents whose children might face a transplant operation and whose insurance company will not cover them to go public. He says the plight of a youngster in need of an operation captures the sympathy of all, and that causes insurers to cave in.

He estimates that at today's costs the medical bills for transplants similar to Jamie's would run in excess of \$250,000. Her current medical bills for checkups and medications are a few thousand dollars a year, including a bottle of medicine a month at a cost of \$185.

Thanks to his Blue Cross-Blue Shield group plan, Fiske has been able to change his job more than once since Jamie's operation with no effect on the continuity of his daughter's coverage, or her insur-

ability. Under Blue Cross guidelines, when an individual covered under a group Blue Cross-Blue Shield plan goes to another company there will be no interruption in coverage for 30 days, so long as the new company has group Blue Cross-Blue Shield coverage.

Further, if the individual can find a trade group providing a Blue Cross-Blue Shield plan, there will also be continuity of coverage without any waiting period for pre-existing conditions. Blue Cross-Blue Shield will waive the waiting period for pre-existing conditions if any new

nighly per family.
Information about the Family Inn and insurance coverage in-

volving potential transplant operations is available at 617-566-3430.

Benjamin Lipson is an insurance consultant and broker-agent in Boston.

70 Sewall Avenue, Brookline, Massachusetts

Built: 1899

Shingle Style & Queen Anne Style

Architect: Julius A. Schweinfurth (1858 - 1931)

also designed:

Pierce School, Brookline

103 Sewall Ave., Brookline

Original Owner: Charles P. Flagg

Wholesale liquor dealer at 165 Blackstone & 551 Boylston Sts., Boston

Description: 3 story, wood frame, shingled, private home.

Approximate area of lot is one quarter acre.

Approximate total floor area: 8900 square feet

(Existing Conditions)	Ground Floor:	Living Room, Entry, Dining Room, Kitchen, 1/2 Bath and Porch
	Second Floor:	5 Bedrooms, Sewing Room, 2 Baths and Porch
	Third Floor:	3 Bedrooms, Kitchenette, Bath and Porch

(Proposed Conditions)	Ground Floor:	Living Room, Office, Entry, Dining Room, Kitchen, Pantry, 1/2 Bath and Porch
	Second Floor:	5 Guest Rooms, 2 Baths and Resident Manager Suite (2 rooms)
	Third Floor:	6 Guest Rooms and 2 Baths

Project Status: Property acquired

Preliminary Design completed

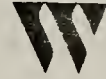
Review by the Town of Brookline begun

Start of renovations: Spring 1987

Occupancy: Autumn 1987

WBZ-TV 4

GROUP



GROUP W TELEVISION, INC.

10 SOLDIERS FIELD ROAD BOSTON MASSACHUSETTS 02134 TELEPHONE 87-7900

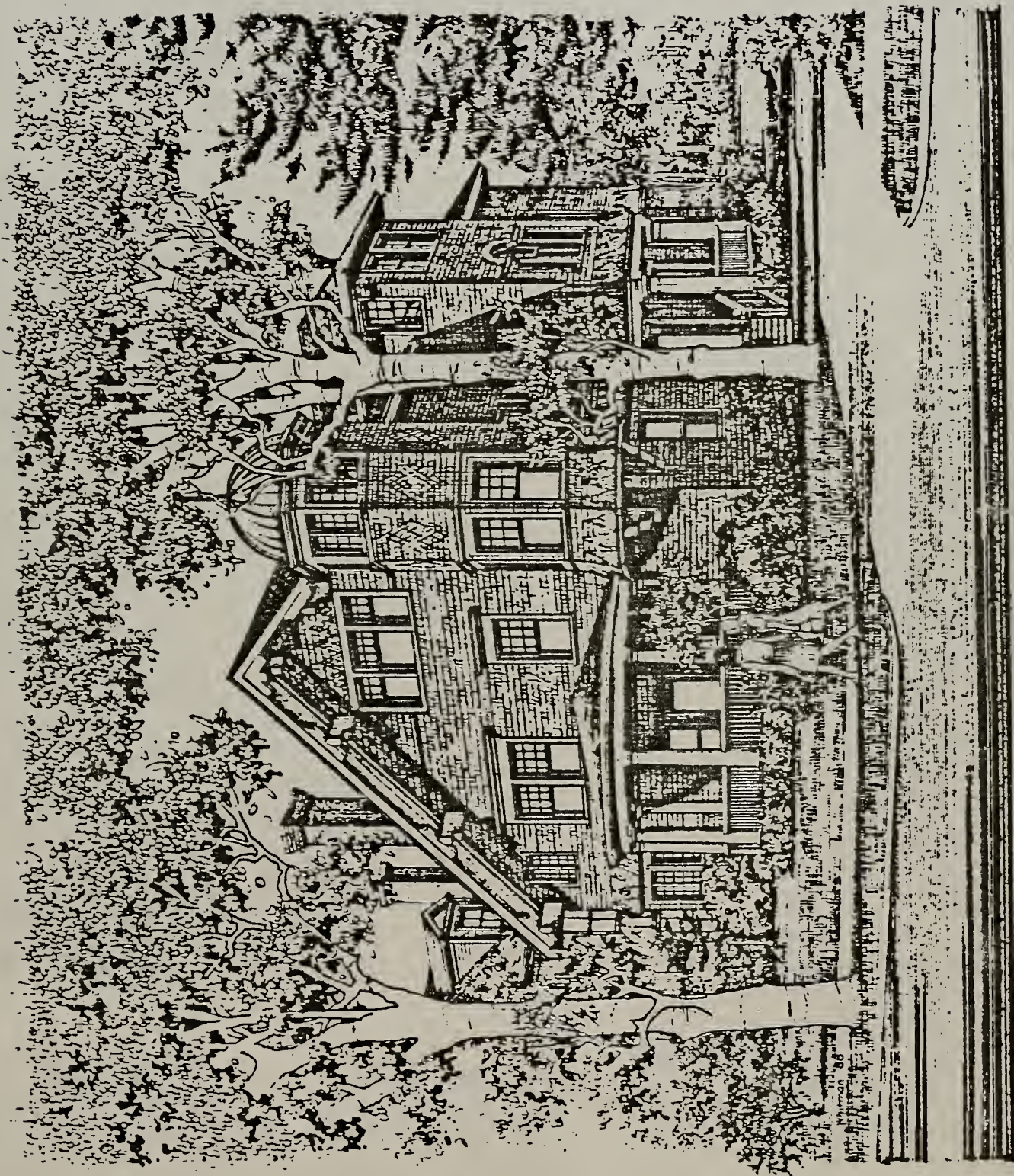
CONTACT: Nance Guilmartin
Andrew Radin
617-787-7081

WBZ-TV4 TAKES ACTIVE ROLE AS A SUPPORTER OF THE FAMILY INN

WBZ-TV is committed to heightening public awareness about organ donation and the services of "The Family Inn" through public service announcements, news coverage and related programming efforts.

As a supporter of The Family Inn, the station will assist with fundraising efforts. WBZ-TV wants to ensure that the residence established by Charles and Marilyn Fiske in Brookline will accomplish its purpose: to serve families requiring extended, supportive living arrangements while loved ones receive treatment for organ transplants in the Boston area.

Channel 4's interest in organ donation and its life-saving effects arose during the station's "Second Chance" public service campaign in 1985. As a result of that public awareness campaign, requests for organ donor cards in New England rose nearly 300%. The goal of that effort was to focus on the critical need for donor organs for transplantation and the possibilities available to those with failing organs to gain a second chance in life. Channel 4 and the New England Organ Bank, working together, produced numerous programs dealing with the issue of organ donation.



C + copy For my file

THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133



MICHAEL S. DUKAKIS
GOVERNOR

*Communist
J. E. L.*

December 8, 1986

Arthur R. Osborn, President
George E. Carpenter, Jr.
Secretary Treasurer
Massachusetts/AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur and George:

Please accept my assurances that my Administration remains committed to reemployment assistance benefits as an integral part of our strategy to assist workers, businesses, and communities affected by plant closings.

To restore RAB funding for the remainder of Fiscal Year 1987, I am supporting a deficiency budget request now before the legislature.

For Fiscal Year 1988 and beyond, I will indeed ask for your assistance in determining the best way to fund the RAB program.

Secretaries Eustace and Alviani will be in touch with you shortly to discuss this issue further.

Sincerely,

Michael S. Dukakis
Governor

MSD/1k



TELEPHONES 617
997-2931 — 673-2964

copy copy proper

New England Regional Joint Board
Amalgamated Clothing and Textile Workers Union

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PETER QUINTAL
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RUTH MATTHEWS
Sergeant-At-Arms

AFL-CIO, CLC

867 STATE ROAD, NORTH DARTMOUTH, MASS. 02747



December 12, 1986

EDWARD W. CLARK, JR.
International Vice President
and Manager

LEONARD SCHNEIDER
Assistant Manager

Assistants to the Manager:
MICHAEL J. CAVANAUGH
MANUEL WILLIAMS, JR.

Arthur Osbourne, President
Mass AFL-CIO
8 Beacon Street
Boston MA 02108

Dear Arthur:

I am enjoying being a member of the AFL-CIO Education Committee and hope to put much more energy into the projects in the coming year. However, I thought you should know that I have been given permission to take a two-month leave from ACTWU this winter and will not be available for meetings until after March 1st.

I have talked with Carl about this and hope that I will be able to make up for lost hours by being more energetic when I get back.

I hope you have a wonderful holiday.

Sincerely,

Bronwen
Bronwen Zwirner
Education Director

CC: C. Proper

BZ/hs



E. J. K.
SHEET METAL WORKERS INTERNATIONAL ASSOCIATION
CENTRAL - WESTERN MASSACHUSETTS AND VERMONT

OFFICE, 32 STEVENS STREET
SPRINGFIELD, MASSACHUSETTS 01104



LOCAL UNION NO. 63
TELEPHONE 733-8352

December 1, 1986

Dear Sir and Brothers:

As everyone is aware of *Ronald "Moose" McCarthy* has been promoted to International Representative of the Sheet Metal Workers' International Association.

In honor of Moose's many years of dedicated service to Local 63, we will be holding a Testimonial "Roast" Friday, January 23, 1987, at the Colosseum Banquet House, Memorial Avenue, West Springfield, MA..

There will be a Cocktail hour beginning at 6:30 p.m., followed by dinner at 7:30 p.m., with your choice of Roast Prime Rib of Beef or Baked Stuffed Shrimp, open bar and dancing. After dinner we will "Roast" the "Moose". *Tickets are \$35.00 per person/\$70.00 per couple.* Tables can be reserved for a group of 10 at \$350.00 per table. Checks are to be made payable to: **SMW Local 63's Testimonial Committee.**

For those who will need overnight accommodations, Local #63 has reserved a block of 25 rooms at the Marriott Hotel, in Springfield. Room rates are \$64.00 per night, single or double, and will be payable to the Marriott upon check-in.

For your convenience in specifying your meal selection and/or reserving a room, we are attaching a sheet which we are asking you to return to our office by Wednesday, January 7, 1987.

Listed below is a schedule of events for the evening.

6:30 p.m. --- Cocktail hour

7:30 p.m. --- Dinner

Following dinner, "Roast", Open Bar and Dancing

As seating is limited, and available on a first-come, first-serve basis, please respond as soon as possible.

Looking forward to seeing you on the 23rd, I remain

Fraternally yours,

Richard E. Averill
for the "Testimonial Committee"

TESTIMONIAL "ROAST" FOR RONALD
"MOOSE" MCCARTHY

DINNER SELECTION

\$35.00 PER PERSON/\$70.00 PER COUPLE

NAME _____

LOCAL NUMBER _____

NUMBER OF PERSONS IN PARTY _____

NO.	CHOICE
_____	ROAST PRIME RIB OF BEEF
_____	BAKED STUFFED SHRIMP

MAKE CHECKS PAYABLE TO: SMW LOCAL #63'S TESTIMONIAL COMMITTEE

TOTAL AMOUNT ENCLOSED _____

.....
ROOM RESERVATIONS

TO RECEIVE THIS SPECIAL ROOM RATE, RESERVATIONS MUST BE MADE THROUGH OUR OFFICE, HOWEVER, YOU WILL PAY DIRECTLY TO THE MARRIOTT UPON CHECK-IN, AS ROOMS WILL BE HELD IN YOUR NAME.

ROOM RATES---\$64.00, SINGLE OR DOUBLE

SINGLE _____ DOUBLE _____

PLEASE RETURN THIS FORM BY JANUARY 7, 1987, TO:

SHEET METAL WORKERS LOCAL #63
32 STEVENS ST.
SPRINGFIELD, MA 01104

ATTN: TESTIMONIAL COMMITTEE

Thank you

DESIGNED BY RICK CUSICK

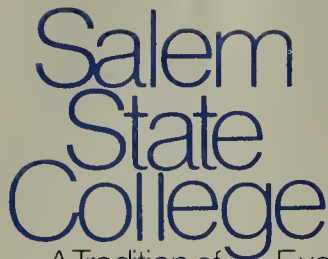


© HALLMARK CARDS, INC.

Local 276, I would like
to thank you for
participating in our
rally

We really appreciated
your kindness

[postcard] Nov 19, 1986



A Tradition of Excellence

James T. Amsler, President

*Refer to
Communications
M.E.*

December 9, 1986

Mr. George E. Carpenter
AFL-CIO
8 Beacon Street
Boston, MA 02108

George
Dear Mr. Carpenter:

I have just returned from a conference on the Tax Reform Act of 1986. As you no doubt are aware, the changes in the tax law will seriously limit or repeal several traditional deductions which you may be accustomed to taking. As a result, tax experts and accountants are recommending that individuals take advantage of the old tax laws and take action before December 31, 1986 which may provide greater tax benefit for this year than next.

Many of the College's friends and supporters have contemplated making a large gift to Salem State College someday. May I suggest in order to receive maximum benefit that "someday" occur before the end of 1986 while the tax laws let you achieve the most with your philanthropic dollar.

This letter and enclosed brochure is intended to bring into focus some of those areas where the 1986 Tax Act will have the greatest affect on your charitable contributions. The brochure outlines the various gift opportunities which are particularly important between now and December 31, 1986. Since numerous other colleges, charities, and worthwhile organizations will perhaps be contacting you, I thought that I would take this opportunity to ask that you consider including (and/or expanding) in your overall philanthropic and tax plan--the finest public college in New England--Salem State College.

As we move forward towards expanding academic services, student programs, and college resources through an ambitious 1986/87 Annual Fund Drive (goal of \$250,000) and Capital Campaign, we are hopeful that those so inclined will take advantage of the "window of opportunity" that will result in real cost savings to the donor and benefit to the College. On January 1, 1987 your gift will cost more on a net basis because of the lower tax rates and changes in treatment of appreciated securities and capital gains.

EX-113

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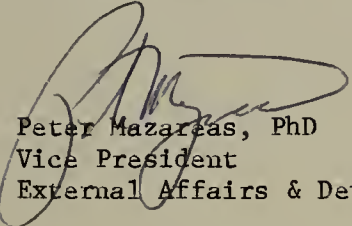
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I welcome the opportunity to provide additional information regarding these opportunities for you and/or your tax advisor. Please accept my sincere thanks for all of your previous support and for your continued interest in Salem State College.

With every good wish,



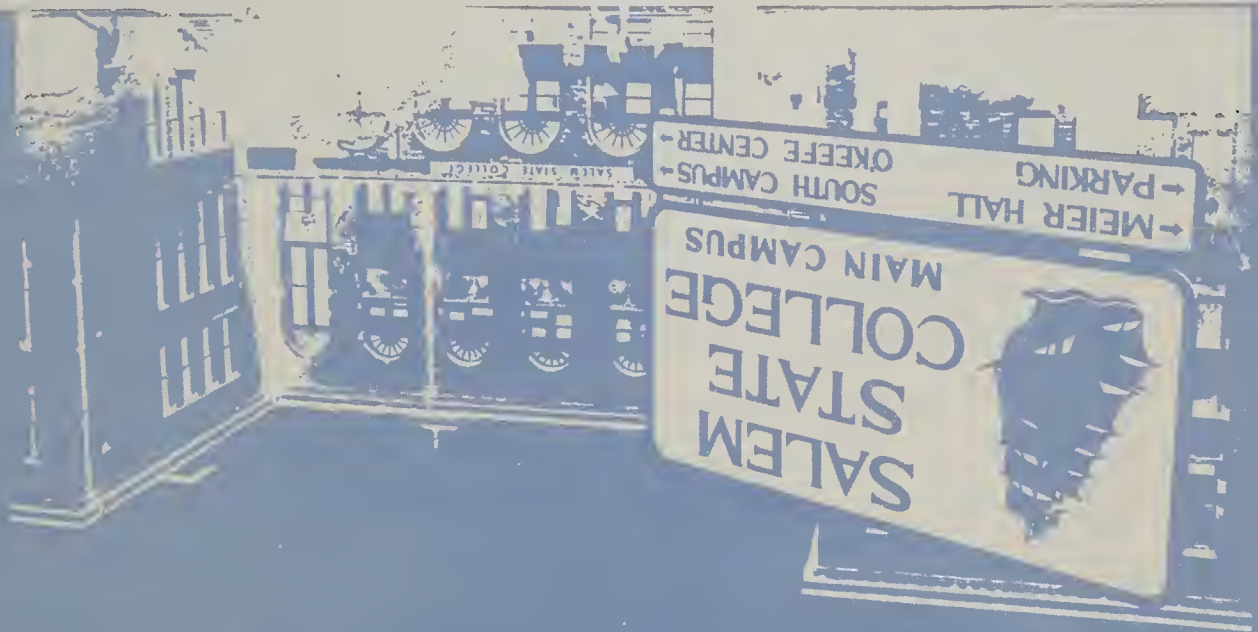
Peter Mazareas, PhD
Vice President
External Affairs & Development

*I'll call you to talk about
the labor relations institute!*

PM:dmj
Enclosure

P.S. On behalf of the staff of the Office of External Affairs and Development,
may I wish you and your family a happy and joyous holiday season.

An Evening at Salem State College



Acknowledgements

We thank the following individuals in planning tonight's program:

Mrs. Frances Amsler, Mr. John W. Barrett, Atty. Joseph Dalton, Mr. & Mrs. Emilio DiFelice,
Mr. Lawrence Hansen, Dr. Peter Mazareas and Mr. Whitney "Whizz" White.

Viking Associates Reception
The Harrington Building, South Campus
December 6, 1986

Cocktail hour

Introductions

Peter Mazareas, Vice President, External Affairs & Development

Remarks

James T. Amsler, President, Salem State College
L. Lee Harrington, Chairman, Board of Trustees
George Ellison, President, Salem State Foundation

Hors d'oeuvres & dancing

Late night dessert buffet

Salem State College has been the fortunate beneficiary of the enlightened philanthropy of thousands of employees, alumni and friends. Members of the Presidents Circle, the Trustees Council and the Viking Associates whose names are listed on the following pages have made valuable contributions that enable the College to undertake projects it could not otherwise afford. In recognition of their support to the Annual Fund, the College honors those individuals who contributed \$100 or more. We gratefully acknowledge each and every donor who helps to set Salem State College apart from other Colleges.

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 Frederick T. Strachan '73
 Professor Leonora A. Subrizio '84
 Elaine M. Sullivan '72
 Joseph A. Sullivan '40
 Ruth Keane Sullivan '40
 Doris Tracy Surette '77
 Patricia C. Sutton '82
 Helen C. Swanson '36

T. Ethel Taloumis '85
 Phyllis D. Tanen '51
 Gerard F. Tardiff '68
 Beverly Chase Tarolli '54
 Louise Carter Tatko '45

Dr. Andre L. Thibodeau '58
 Dr. Armand E. Thibodeau '58
 Lt. Col. Mary W. Thompson '35
 Carole Moffette Thomson '55
 Attorney John F. Tierney '73
 Ruth Goff Timmons '31
 Jane Herlihy Tobin '41
 Jeffrey B. Toye '85
 Chris Tragakis
 Catherine Conway Travers '58
 Raymond A. Tremblay '53
 Lloyd E. Tripp '40
 Ruth Hayes Tseki '54
 Maurice A. Twomey, Jr. '58

Janice Kochocki Utter '68
 Professor Philip A. Vaccaro
 Richard R. Valarioti '78
 Dr. Ellen B. Vellala
 Joseph Vinard
 Alfred J. Viselli '59

John H. Wall '38
 Thomas A. Walsh '65
 Shirley Taylor Walsworth '38
 Mary C. Waters
 William G. Watson '54
 Mary Macero Westcott '54
 Attorney Robert G. Whalen '76
 Thomas M. Whelan '68
 Rita P. White '35
 Kenneth R. Whittemore, Jr. '80
 Dorothy Field Wilcox '40
 John A. Wilson '69
 Dr. Elizabeth C. Winship '85

Nancy Fleming Wolff '59
 Professor Peter C. Wong
 Geoffrey W. Wood '81
 Karen Lee Wood '69
 Mary Wright

Nicholas Xanthaky

Professor Patricia M. Zaido
 Dr. Leonard P. Zani '54

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 Woodworth Pro Shop

Tactics for Giving: Tax Law Spurs Interest in Charitable Contributions

YOUR MONEY MATTERS

By JANICE C. SIMPSON

Staff Reporter of THE WALL STREET JOURNAL

Contemplating his favorite pond, Henry David Thoreau advised would-be philanthropists to keep their cash, save the drowning and tie their own bootlaces.

He'd never make it as a tax adviser.

With enactment of the Tax Reform Act of 1986, tax specialists are advising most of their philanthropic-minded clients to give—and to do it before the end of the year. "Most people are going to be in a lower tax bracket in 1987," says Conrad Teitell, a Connecticut tax attorney. "Therefore," he adds, "a deduction you take this year is worth more."

True, each taxpayer's situation is unique. Those who expect to be taxed at a higher rate next year—because of a salary increase, the alternative minimum tax or some other factor—may want to delay some charitable gifts until 1987.

But in general, tax advisers say, the tax law that takes effect on Jan. 1 will make giving to charity more expensive than it is now. As a result, they say, this is the year for most taxpayers to think about increasing donations, contributing appreciated property instead of cash and setting up trusts to benefit their favorite charities.

Properly handled, advisers say, such techniques can help taxpayers support their favorite causes, reduce current tax liabilities and, in some cases, provide givers with income in the future, when top tax rates are lower.

Bigger Gifts

It makes sense for many donors who had planned to give money next year to give it this year instead. That's because a \$100 charitable contribution that currently takes just \$50 out of the pocket of a donor in the 50% tax bracket, will cost \$61.50 when the top marginal rate drops to 38.5% next year. In addition, taxpayers who don't itemize will no longer be able to take any charitable deduction.

Tax advisers say it could even make sense for some cash-poor donors to fund bigger 1986 gifts with a credit-card advance. Those who do will get the charitable deduction now and interest deductions later. Although the deduction for consumer interest is being phased out over the next five years, donors can still deduct 65% of the interest they pay on their 1987 tax returns and lesser amounts in later years.

Appreciated Property

This year donors can deduct the full fair-market value of gifts of appreciated property—such as securities or real estate—that has been held for six months or longer and not have to pay capital gains tax on the appreciation. Starting next year,

that appreciation will be a so-called "tax-preference item" that could subject a taxpayer to the alternative minimum tax. That would mean a higher tax liability than under the regular tax rates, raising the cost of the gift.

Under both current law and the new tax act, the amount donors can deduct for gifts of appreciated property is limited to 30% of their adjusted gross incomes. So a donor whose adjusted income is \$100,000, can deduct no more than \$30,000 in any one year. But donors may still want to give more than that because the law allows them to deduct the excess over the next five years. For example, a donor who contributed \$50,000 of securities this year could deduct \$30,000 for 1986 and \$20,000 for 1987.

The catch for some taxpayers is that carrying over the surplus deductions on gifts made after Aug. 16 would make the appreciated portion of those gifts a preference item that could subject the taxpayer to the alternative minimum tax in 1987 and later years.

There is, however, a way for donors of appreciated property to increase their current deduction to 50% of adjusted gross income and avoid the alternative minimum tax: The contribution of appreciated property can, in effect, be treated as a cash contribution. To do this, the taxpayer elects to reduce the claimed appreciation by 40%—the portion that would have been taxable at ordinary income-tax rates had the donor sold the appreciated property and given cash instead.

Consider the case of the woman with adjusted gross income of \$100,000 a year who donates securities acquired for \$200,000 and now valued at \$400,000 to her favorite charity. Under the basic, 30% limit, she could deduct no more than \$30,000 for 1986 and for each of the next five years—a total of only \$180,000 through 1991.

But it's possible to increase the total deductions to \$300,000 in the same period on the same \$400,000 gift. She simply reduces the value of her deduction to \$320,000—subtracting 40% of the \$200,000 appreciation. She may then deduct \$50,000 for this year and for each of the next five years. Moreover, \$100,000 of the deductions will come in the higher-tax years 1986 and 1987, before the top rate falls to 33%.

Charitable Remainder Trusts

Taxpayers can contribute income-producing assets without giving up the income. To do this, they put the assets in a remainder trust and name themselves as the beneficiary of a specified amount of the income (either a percent of the assets or an actual dollar amount). Whatever is left when they die, the remainder, goes to a previously designated charity. Because of the costs and complexities, says Paul L. Comstock, who heads a financial advisory firm in Houston, \$100,000 is about the smallest practical size for a charitable remainder trust.

Consider a donor who puts \$100,000 in trust for his alma mater and sets an annual 7% payout rate for himself. Each year, he receives \$7,000 in taxable income from the trust. If the trust earns less than \$7,000, the deficit is made up by dipping into the principal; earnings above 7% would increase the principal. When the donor dies, what's left goes to the school.

The donor's deduction this year is the amount left after subtracting the present value of the income that the donor will receive in his remaining lifetime from the amount originally put in the trust.

The trust also allows the donor to shelter the retained, or undistributed, profits the assets in the trust earn so that more of the proceeds can be invested for future income. Assume a donor paid \$10,000 for a piece of property, now worth \$100,000. If he sold the property this year, he would have to pay a capital-gains tax as high as 20% on the appreciation, which would leave just \$82,000 to reinvest. But if the same property is put in a charitable trust, the trustees can sell it and invest the entire \$100,000. The reason: The property is, in effect, owned by a charitable organization, which doesn't have to pay taxes.

Similarly, any surplus income that is added to the principal is also exempt from taxes. Thus, the assets in the trust can appreciate more quickly than they could in the donor's personal portfolio. "It's a great planning tool for people nearing retirement age, because you get more money working for you," Mr. Comstock says.

Charitable Lead Trusts

The name comes from the fact that the charity leads, rather than follows, the donor in getting money from these trusts. Donors who put their assets in a lead trust can name a charitable organization as the beneficiary of the income for a specified number of years. At the end of that period, the assets revert to the donor. The donor gets a deduction now—when tax rates are higher and deductions worth more—equal to the present value of the income that will go to the charity over that period.

Suppose a donor in the 50% bracket creates a five-year lead trust that will pay \$10,000 a year for each of the next five years to her church's building fund. She gets an immediate deduction of \$37,908, the present value of the \$50,000. Her immediate tax savings from this deduction will be 50%, or \$18,954.

The donor remains liable for taxes on the income generated by the trust, because she continues to own its assets. But she can avoid those taxes simply by funding the trust with tax-exempt bonds.

BOSTON COLLEGE CITIZEN SEMINAR

_____ I will be able to attend the Boston College
Citizen Seminar and reception.

NAME: _____

FIRM: _____

Return to: Boston College Citizen Seminars
School of Management
Fulton Hall 405A
Chestnut Hill, MA 02167

BOSTON COLLEGE
CHESTNUT HILL, MASSACHUSETTS 02167

(617) 552-3930

November 12, 1986

*Refer to
Communications
H. E. C.*

BOSTON CITIZEN SEMINARS

Mr. George Carpenter, Jr.
Secretary Treasurer
Mass. State Lab. Counc./AFL-CIO
8 Beacon Street, 3rd floor
Boston, MA 02108

Dear Mr. Carpenter:

You are cordially invited to attend a Boston Citizens Seminar, which will take place in the Enterprise Room, 5th floor, State Street Bank and Trust Company, 225 Franklin Street, Boston, December 2, 1986 at 3:30 p.m. (Please note time change)

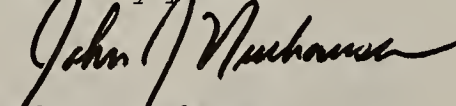
The subject will be: Where's Boston: A Discussion on Quality of Life. The participants will be Paul G. Garrity, Principal, Shapiro, Israel & Weiner; Joan Goody, Principal, Goody, Clancy & Associates, Inc.; Anne Whiston Spirn, Chairman, Landscape Architecture & Regional Planning Department, University of Pennsylvania; Fred I. Steele, Behavioral Science Consultant and Reverend Charles R. Stith, Senior Pastor of Union United Methodist Church, South End.

Moderator of this important meeting is Webb Nichols, Architect, Webb Nichols & Associates.

After the participants speak, the Seminar will be open for questions and discussion. At the conclusion of the Seminar, at approximately 6:00 p.m., there will be a reception in the Downtown Club on the 33rd floor to which all are invited.

We look forward to seeing you on December 2 at 3:30 p.m.

Sincerely yours,



John J. Neuhauser
Dean, School of Management

R.S.V.P. Reply Card Enclosed. Please use it only if you are sure you will be able to attend.

Coffee and Registration at 3:00 p.m.

Ann has check

NATIONAL FOOTBALL LEAGUE PLAYERS ASSOCIATION



Communicator
M. E. L

November 26, 1986

Mr. George E. Carpenter, Jr.
Secretary-Treasurer
Massachusetts State AFL-CIO
8 Beacon Street, 3rd. Floor
Boston, MA 02108

Dear Mr. Carpenter:

Please find enclosed a check for per capita payments owed by the National Football League Players Association, an affiliate of the Federation of Professional Athletes, AFL-CIO, to your federation through December 1986.

We value our membership in the AFL-CIO family and we are doing our best to pay our fair share. Because we stretch limited resources to serve a national membership that is relatively small (in number that is!), our payments are sometimes not as timely as we would like. For that we apologize and ask your forbearance.

In August 1987 our collective bargaining agreement with the National Football League expires and we face the possibility of difficult negotiations and a strike. Our bargaining will take place under the high-powered microscope of sports press and fan scrutiny. Our side of the story will often be distorted. We know that your federation serves as a voice to the working people you represent and we hope that your voice will carry our message as effectively next year as it did during our difficult negotiations in 1982.

We could not have survived the 1982 NFL strike and secured a collective bargaining agreement without the support of the AFL-CIO unions in each city and state where an NFL team is located. We hope we will be able to count on your support once again.

Our player members have long recognized how important it is for working people to join together through their unions and that is why many our members have lent their names and presence to organizing drives, membership meetings and picket lines. We look forward to continuing our support of the programs and activities of the unions affiliated with the AFL-CIO. One indication of our growing participation in AFL-CIO programs is the recent election of Gene Upshaw, NFLPA Executive Director, to the AFL-CIO Executive Council.



UNITED STATES DEPARTMENT OF THE INTERIOR

General Land Office
Washington, D. C.

TO THE SECRETARY OF THE INTERIOR
FROM THE COMMISSIONER OF THE GENERAL LAND OFFICE

Report on the Survey of the
Public Lands of the Territory of New Mexico,
under the Act of March 3, 1879, approved
March 3, 1879.

By
J. M. SMITH,
Commissioner of the General Land Office.

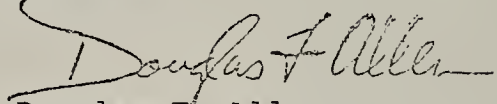
WASHINGTON:
GOVERNMENT PRINTING OFFICE:
1880.

Published by the
General Land Office,
Washington, D. C.

Per Capita
November 26, 1986
Page 2

As our negotiations progress and the sports pages fill the stories about our bargaining issues, we will update you often on the truth behind the headlines. Your sympathetic ear and wisdom gained from experience mean much to this union. Please contact me if we can assist your organization's efforts in any way.

Sincerely,

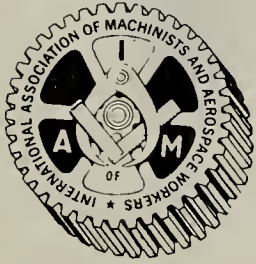
A handwritten signature in dark ink, appearing to read "Douglas F. Allen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Douglas F. Allen
Assistant Executive Director

DFA/bc

ROBERT E. FITZMAURICE
PRESIDENT

JOSEPH E. NEVINS
SECRETARY-TREASURER



Boston Lodge No. 264 Chartered 1892

INTERNATIONAL ASSOCIATION OF MACHINISTS AND AEROSPACE WORKERS
A.F.L.-C.I.O.

294 WASHINGTON STREET, SUITE 324 • BOSTON, MASSACHUSETTS 02108
TELEPHONE 426-6685

BRENDA J. BAKER
RECORDING SECRETARY

PAUL R. SALEMME
VICE PRESIDENT

November 21, 1986

Mr. Ronald Simpson
President Alliance of Unions
109 Circuit Road
Medford, MA 02155

Dear Mr. Simpson:

In response to your letter dated November 17, 1986, be assured you will get a response to your completely erroneous information, which apparently you got second hand.

I am well aware of the formation of the Alliance of Unions. I am also aware that a few years back when an individual was hired off the street in your own parent Union, ATU 589, many of them did not belong to any Union and remained Non-Union. For your information the twenty-four years that I have been a "T" employee all Foreman and Asst. Foreman, who delegate work to our Union members in Garages and Everett Automotive and Everett Machine Shop, have been members of L. L. 264. The only exception is when a Foreman or Asst. Foreman attains the rank of Supervisor, and requests a withdrawal card from our Union.

We have been consistent in saying that 264 Foreman stay with our Union and also belong to the Alliance, which now negotiates for them. Over one month ago I asked Anthony Romano to get in touch with you so that we could sit down and discuss some of the problems I saw coming down the road. Instead of you calling me, I received a letter making all kinds of false allegations, including the word "Raid".

I am more that willing to sit down with you and discuss any of the problems we may have and try to clear up some of the misinformation someone has given to you. Please respond to this and let me know when we can sit down and rectify this situation at your earliest possible convenience.

Fraternally:

Joseph Nevins, Secretary-Treasurer, 264

cc: Mass State Labor Commission
President Arthur Osborn AFL/CIO
cc: Charles Deignan

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18.00

THE UNIVERSITY OF CHICAGO

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The Commonwealth of Massachusetts
Executive Office of Economic Affairs
One Ashburton Place -- Room 2101
Boston, Ma. 02108

MICHAEL S. DUKAKIS
GOVERNOR

JOSEPH D. ALVIANI
SECRETARY

TELEPHONE:
(617) 727-8380

November 1986

Dear Friend:

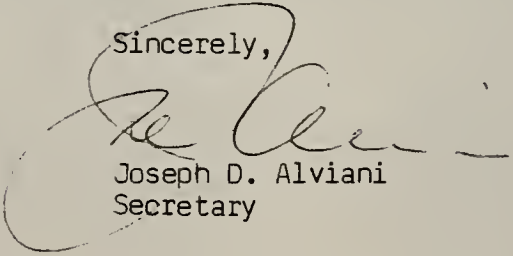
I am pleased to send you the report of the Governor's Advisory Committee on Innovation titled "Creating the Future: Innovation for the Twenty-First Century."

As you know, the Governor appointed this Innovation Advisory group following the January State House Conference on Innovation. In July, the Governor also met with many of you at seminars which reviewed and discussed the Committee's preliminary recommendations.

This report presents the Committee's findings and recommendations derived from the year-long process of visits to innovative businesses and centers, luncheon forums connected with those visits, our January Conference, the three seminars, and numerous informal discussions arising from these sessions and committee deliberations.

Thank you for your interest in encouraging and continuing innovation in Massachusetts.

Sincerely,


Joseph D. Alviani
Secretary

Enclosure

JDA:br-p



AFL-CIO Laundry and Dry Cleaning International Union

LOCAL 66 OF NEW ENGLAND

697 BROADWAY

SOMERVILLE, MA 02144

Telephone 628-8770



December 8, 1986

Mr. Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Brother Osborn:

I would like to again thank you for the interest, support and active involvement of the Massachusetts AFL-CIO during the recent NASCO strike.

With your assistance we raised over \$5,000 to support the striking NASCO workers. Labor's demonstration of solidarity was an important part of our victory. Together we proved that Labor is interested in the needs of all working people.

Again, thanks to you and the leadership of the Massachusetts AFL-CIO for taking part in our victory at NASCO.

Fraternally,

David B. Brenner
David B. Brenner,
President

DBB/nts



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CHICAGO, ILL. 60607

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C + copy for my file



THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

MICHAEL S. DUKAKIS
GOVERNOR

December 8, 1986

Arthur R. Osborn, President
George E. Carpenter, Jr.
Secretary Treasurer
Massachusetts/AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur and George:

Please accept my assurances that my Administration remains committed to reemployment assistance benefits as an integral part of our strategy to assist workers, businesses, and communities affected by plant closings.

To restore RAB funding for the remainder of Fiscal Year 1987, I am supporting a deficiency budget request now before the legislature.

For Fiscal Year 1988 and beyond, I will indeed ask for your assistance in determining the best way to fund the RAB program.

Secretaries Eustace and Alviani will be in touch with you shortly to discuss this issue further.

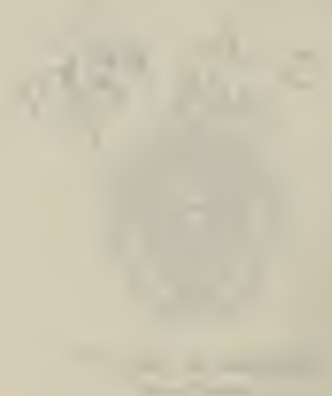
Sincerely,

A large, stylized handwritten signature of Michael S. Dukakis in blue ink.

Michael S. Dukakis
Governor

MSD/lk

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
CHICAGO, ILLINOIS



RECEIVED

TO THE DIRECTOR
FROM THE
DATE

These data are for the purpose of the study of the reaction of the
elemental sulfur with the various forms of the sulfuric acid.
The results of the study are given in the following table.
The data are for the reaction of the sulfur with the sulfuric acid
at 100°C. and 1 atm. pressure. The data are for the reaction of
the sulfur with the sulfuric acid at 100°C. and 1 atm. pressure.
The data are for the reaction of the sulfur with the sulfuric acid
at 100°C. and 1 atm. pressure.

733-152-2



Special Accounts Office
Five Cambridge Center
Cambridge, MA 02142
(617) 956-3000

December 2, 1986

Mr. George E. Carpenter, Jr.
Secretary-Treasurer
Massachusetts State Labor Council
8 Beacon Street
Boston, MA 02108

Congratulations on your decision to convert to Master Health Plus effective January 1, 1987!

I am personally very pleased to see the Massachusetts AFL-CIO adopt Master Health Plus as your health benefits program.

Master Health Plus will offer you and the entire staff of the State Labor Council office comprehensive health care coverage that will keep your out-of-pocket expenses to a minimum.

The program you have selected includes coverage for chiropractic services and covers full time dependent students to age 25. The monthly premiums effective January 1, 1987 until your anniversary date of August 1, 1987 will be as follows:

<u>Individual</u>	<u>Family</u>
\$127.08	\$330.54

I will be in touch with you shortly concerning your Master Health Plus identification cards and benefit literature.

If I can be of any service to you in the meantime, please contact me personally.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Coughlin".

John Coughlin
Health and Welfare Fund Coordinator

cc: A. Osborn

JC/k1



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Special Accounts Office
Five Cambridge Center
Cambridge, MA 02142
(617) 956-3000

*Communication
M & C*

December 2, 1986

Mr. George E. Carpenter, Jr.
Secretary-Treasurer
Massachusetts State Labor Council
8 Beacon Street
Boston, MA 02108

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Sincerely,

A handwritten signature in cursive script, appearing to read "John".

John Coughlin
Health and Welfare Fund Coordinator

cc: A. Osborn

JC/k1

American Federation of Labor and Congress of Industrial Organizations

EXECUTIVE COUNCIL



815 Sixteenth Street, N.W.
Washington, D.C. 20006
(202) 637-5000

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December 9, 1986

MEMORANDUM

TO: Presidents of National and International Unions
Principal Officers of State Federations
Research and Education Directors
Directors of University Labor Education Programs

FROM: Dorothy Shields, Director *D.S.*
Department of Education, AFL-CIO

Robert Pleasure, Director *R*
George Meany Center for Labor Studies

RE: Institute on Teaching Techniques for Labor Education, February 22-27, 1987

How do you teach a class of union activists so that their interest remains high and they really grasp the subject? Labor education skills needed to do this are the subject of our sixth annual institute on Teaching Techniques for Labor Education, to be held at the Center February 22-27, 1987. The program provides demonstration and practice useful to every union staff person who teaches in classes, conferences or education programs.

The institute focuses on 1) how to make a lesson outline and 2) how to choose and use the most effective techniques to get across the subject. Practice teaching takes up two days of the schedule. Each participant will teach two short practice sessions, receiving feedback and suggestions from instructors.

The program is not limited to "education" staff. Nowadays many union staff are called upon to teach in their fields of expertise -- grievance handling, safety and health, organizing, local union administration, political action and similar subjects. The program will help them develop the teaching skills they need to get their subject across effectively.

Sessions during the week will discuss current thinking on theory and practice in workers' education. Many techniques will be demonstrated and participants will be encouraged to try out techniques new to them so they will be comfortable with them back home. Sessions will cover....

What makes an effective teacher for adults and workers

How to organize subject matter and prepare a lesson plan

Selecting the right technique for the situation

HOW TO...

use the discussion method

make lectures lively

conduct role-playing

teach with films and videotape

use blackboard and flip charts

introduce icebreakers and set the stage

Instructors for the institute will come from the George Meany Center, the Education Department and Indiana University. Room and board at the Center is \$70 per day for a single room. There is no tuition charge. All applications must be accompanied by a \$70 deposit, which is credited to room and board charges. This deposit is refunded if a person must cancel and notifies the Center by Wednesday, February 18, 1987.

Deadline for registration is February 5, 1987 -- after that date, please phone (301)431-6400 to see if there is space. For more information about this program, please contact us. An application blank is enclosed and should be sent to the Center.

Enclosure
DS/RP:cs
Opeiu#2 afl-cio

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
JANUARY 1950

TO THE HONORABLE CHAIRMAN OF THE BOARD OF TRUSTEES
OF THE UNIVERSITY OF CHICAGO
FROM THE DEPARTMENT OF CHEMISTRY

RE: REPORT ON THE PROGRESS OF THE RESEARCH
DURING THE YEAR 1949

THE DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

THE DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

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UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

THE DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

To enroll for a program at the George Meany Center

To reserve a place in an institute, workshop or seminar at the George Meany Center, please complete one of these applications and mail it with your check for \$70. Your deposit will be credited to your room and board bill. The deposit for registrants who live in the Washington, D.C. area and commute to class is \$35. It covers lunches for one week.

Deposits will be refunded if notice of cancellation is received by the Wednesday before the program. Please make the check payable to the George Meany Center for Labor Studies.

For more information about any program call the Registrar at 301/431-6400.

Application to Register for Labor Studies

Registrar
George Meany Center for Labor Studies, Inc.
10000 New Hampshire Avenue
Silver Spring, Maryland 20903

PLEASE PRINT or TYPE

Please enroll me for (course): "TEACHING TECHNIQUES FOR LABOR EDUCATION" February 22-27, 1987

Dates: _____ Enclosed is a deposit of \$ _____

Name of applicant: Mr./Ms. _____

Address: _____

City: _____ State: _____ Zipcode: _____

Sponsoring Unit: _____

Applicant's Union Office or Position: _____

Office Number and area code _____ Signature _____

Application to Register for Labor Studies

Registrar
George Meany Center for Labor Studies, Inc.
10000 New Hampshire Avenue
Silver Spring, Maryland 20903

PLEASE PRINT or TYPE

Please enroll me for (course): "TEACHING TECHNIQUES FOR LABOR EDUCATION" February 22-27, 1987

Dates: _____ Enclosed is a deposit of \$ _____

Name of applicant: Mr./Ms. _____

Address: _____

City: _____ State: _____ Zipcode: _____

Sponsoring Unit: _____

Applicant's Union Office or Position: _____

Office Number and area code _____ Signature _____

From the desk of...

ARTHUR R. OSBORN
President and Education Director
Massachusetts AFL-CIO

Call
Grisso
NLRB
Hd
John
Dukakis
Costi

Bob
Haynes
Prov
MASS Trustee

EX
OFF.
H. H.

INTERNATIONAL COORDINATING COUNCIL

22 Batterymarch Street
Boston, Massachusetts 02109, U.S.A.
(617) 542-9290

Telex:
(TWX country code: 25)
5106004074

Chairman
DR. LEO L. BERANEK
Vice-Chairman
RICHARD A. WILEY
Executive Director
LOIS G. PINES

November 6, 1986

Mr. Arthur Osborn
President
Mass. State Council AFL-CIO
8 Beacon St.
Boston, MA

Dear Art :

As explained in the letter to which this letter is attached, the International Coordinating Council will now be a division of the International Council Trust. The I.C.C. will continue to have its own Board of Directors.

It is my great pleasure to invite you to be a Member of the Board of Directors of the reconstituted International Coordinating Council, an operating division of the International Council Trust.

The objectives and goals of the I.C.C. will be unchanged. I am sure that you are familiar with the great progress that the I.C.C. has made up until now from the series of Newsletters which you have received.

The Officers of the Board of Directors in its new form will be:

William D. Eberle, Chairman
Richard A. Wiley, Vice Chairman

Please signify your acceptance of this invitation by signing the enclosed acceptance form and returning it along with the resignation letter.

Thank you very much.

Sincerely,



Leo L. Beranek
Chairman



INTERNATIONAL COORDINATING COUNCIL

22 Batterymarch Street
Boston, Massachusetts 02109, U.S.A.
(617) 542-9290

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Executive Director
LOIS G. PINES

November 6, 1986

Mr. Arthur Osborn
President
Mass. State Council AFL-CIO
8 Beacon St.
Boston, MA 02108

Dear Art :

In July 1984, the Trustees of the Greater Boston Fund for International Affairs amended the Declaration of Trust to permit it to operate as the International Coordinating Council. Not only was the name changed, but the number of Trustees was increased from twelve to twenty-nine with thirteen of these serving by virtue of their positions in State government or in civic and charitable organizations.

This change was recommended by the ad hoc study group organized by the Greater Boston Fund for International Affairs (GBFIA) and the Greater Boston Chamber of Commerce to analyze Greater Boston's and Massachusetts' international profile. The principal advantage was that it permitted the establishment of a permanent ICC that could commence operations immediately as a tax-exempt organization, without long delays at the IRS.

We have reason to be proud of the ICC's accomplishments in the two years since it was formally established. Our progress has been fully documented in a series of NEWSLETTERS which were sent to you. We believe, however, that the ICC will be able to operate even more efficiently and effectively if its governing structure is simplified. The reasons for such a change are both mechanical and substantive. Because the Trust owns real estate, even though approval by only a majority of the Trustees is necessary for actions, all trustees must sign documents relating to real estate as well as all matters affecting Trustee succession, and their signatures must be notarized. It has also been hard to keep track of changes in the identity of ex-officio Trustees.

On the substantive side, a number of you have expressed concern regarding your personal liability as Trustee of a trust that owns real property used by the general public and leased to other organizations. In fact, a few individuals have been reluctant to serve because of their potential liability.

In order to solve all of these problems, we are recommending that the organizational format of ICC again be revised. The Trust would be renamed the "International Council Trust" (ICT) with a Board of Trustees numbering not more than nine. Under it would be three divisions, each with its own Board of Directors, who would not have legal responsibility for actions by the Trustees of the ICT.


The International Coordinating Council (ICC) would be one division. The Curtis-Saval International Center (at 22 Batterymarch St., Boston) would be the second division, and would handle real estate matters on behalf of the ICT, but with actual responsibility resting with the Trustees of the ICT. The third division would be the GBFIA Endowment Fund, which would handle endowment funds, with responsibility resting with the above Trustees.

The easiest way to accomplish this change is for all present Trustees, other than those few who would be ICT Trustees, to submit their resignations. The remaining few Trustees would then amend the Trust, to change its name to ICT and to reduce the number of Trustees on the ICT to no more than nine. They would then re-establish the International Coordinating Council as an unincorporated division and adopt a set of rules to assure its continued operation as you know it.

I have taken the liberty of enclosing a form of resignation. I feel sure you will agree with the proposal. I must have every one of the non-ICT Trustees sign the enclosed resignation, have it notarized, and return it to me. I count on your continuing support of the objectives of the ICC as you have known it. The substance of the ICC will not change and it will be better able to contribute to the promotion of Greater Boston, Massachusetts and, indeed, New England as an international region.

Thank you.

Sincerely,


Leo L. Beranek
Chairman

P.S. The continuing ICT Trustees will be

Thomas P. McDermott, Chairman
William D. Eberle, Vice Chairman
Richard A. Wiley, Vice Chairman
Leo L. Beranek, Member
Marion Fremont-Smith, General Counsel
Robert C. Happ, Treasurer
Robert L. Nichols, Secretary

C

ROBERT Q. CRANE
SEVEN MOUNTVIEW ROAD
WELLESLEY, MASSACHUSETTS

November 24, 1986

Mass. AFL-CIO/VRF
8 Beacon Street
Boston, MA 02108

Dear Friends:

Your kind help in my re-election campaign contributed greatly to a very satisfying and hard won victory.

Oftentimes during the long hours of campaigning, I'd wonder if my message was being heard and my programs understood and appreciated.

Knowing of your interest in and support of my work gave renewed vigor to my efforts and sustenance to my spirit.

Mary joins me in grateful appreciation and warm thanks for your continuous and always generous help, and we want you to know that you have a very special place in the minds and hearts of the entire Crane family.

Sincerely yours,



Robert Q. Crane

C
Send
Back
TS to
D. B.

HOTEL, RESTAURANT, INSTITUTIONAL EMPLOYEES AND BARTENDERS UNION, LOCAL 26-AFL-CIO

A.F.L.-C.I.O.

Affiliated with Hotel and Restaurant Employees and Bartenders International Union

58-62 BERKELEY STREET, BOSTON, MASSACHUSETTS 02116

TELEPHONE 617-423-3335



December 4, 1986

Dear Friend:

Local 26 is taking on John Hancock in support of the Back Bay Hilton workers who are organizing to become members of this Union. We kicked off the campaign against John Hancock, which owns 100% of the Back Bay Hilton, by demonstrating in front of the John Hancock Tower. The enclosed Globe photograph describes this successful action.

On December 17th at 5:00 p.m. we will continue the campaign by marching, with torchlights if logistically possible, from the Musicians' Union Hall at 56 St. Botolph Street (behind the Colonnade Hotel) to the John Hancock building on Clarendon Street. We will have a rally in front of John Hancock.

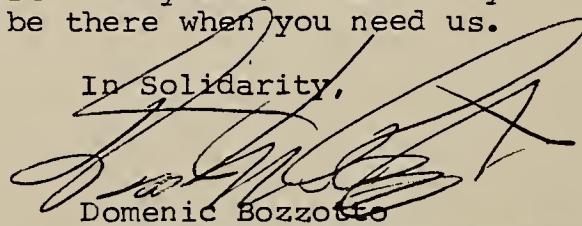
We are asking community supporters to come and participate with the over 200 hotel workers who are in the forefront of the campaign against John Hancock. With your support the message to John Hancock will be clear: Local 26 and people from all sectors of Boston will ensure that the Back Bay Hilton workers and all Boston hotel workers have the right to organize free from intimidation and harrassment.

The program against John Hancock for December will continue the confrontations begun in November. Last month, City Councillor David Scondras with other community leaders presented William Morton, the General Manager of the Back Bay Hilton, with a petition of neutrality, our PLEDGE FOR JUSTICE. He refused to sign the PLEDGE and so did John Hancock, but their hand can be forced with many signatures on the enclosed PLEDGE FOR JUSTICE.

We look forward to your invaluable support of Local 26. Please fill out the enclosed form as a pledge to work with Local 26 in this organizing drive. Your support helped us achieve two of this country's best contracts over the past five years. Solidarity is essential, and as in the past we will be there when you need us.

In Solidarity,

P.S. Please fill out the enclosed
Endorsement Form and return it
to us at: Local 26, 58 Berkeley
Street, Boston MA 02116


Domenic Bozzotto
President-Business Manager

United Steelworkers of America

AFL-CIO
DISTRICT ONE
43 HARVARD STREET
WORCESTER, MASSACHUSETTS 01609
TELEPHONE (617) 798-8703



WILLIAM J. FOLEY
DIRECTOR

DOMENIC A. DIPILATO
ASSISTANT DIRECTOR

December 4, 1986

*Mr. Arthur R. Osborn, President
Massachusetts/AFL-CIO
8 Beacon Street
Boston, Massachusetts 02108*

Dear Arthur:

*I want to sincerely thank you for attending our PAC Conference
at the Sheraton-Hyannis on November 24, 1986.*

*Your speech was inspiring and wonderful and the delegates made
many good comments about it.*

*When I said you are a great leader, I meant it from the bottom
of my heart.*

With sincere best wishes for a HAPPY HOLIDAY SEASON.

Very truly yours,

*William J. Foley
Director, District One*

WJF/et

JEWISH LABOR COMMITTEE • NORTHEAST REGION

33 HARRISON AVENUE
BOSTON, MASSACHUSETTS 02111
(617) 350-7969

December 3, 1986

Mr. Arthur Osborn
President
Massachusetts AFL-CIO
8 Beacon St.
Boston, MA 02108

Dear Arthur:

Thank you for being the keynote speaker at the Conference on Women at Risk in the Workplace on December 2nd.

Your participation and remarks were most meaningful. Speaking for the Jewish Labor Committee, please know that we are most appreciative for your gracious words about our effort to strengthen JLC in our region.

With every good wish, I am

Fraternally,



Herman Brown
Regional Director

CC: Ronald M. Alman

Dick Kraus

100 Falmouth Road West, Arlington, MA 02174 Tel: 648-0210 

November 30, 1986

Dear Mr. Arthur Osborn,

Now that the election is over and things have settled down a bit, I would like to offer my deepest thanks for the endorsement which you presented to me from the Massachusetts AFL-CIO Committee on Political Education.

After being reelected with 72% of the vote, I am enthusiastic about beginning my fifth year of service in the state legislature. I trust that I will continue to earn your respect and support.

Sincerely,



Richard A. Kraus
STATE SENATOR

THE RENDON COMPANY

WASHINGTON OFFICE
1321 PENNSYLVANIA AVE., S. E.
WASHINGTON, D. C. 20003
(202) 546-6300

BOSTON OFFICE
90 SALEM STREET
BOSTON, MASSACHUSETTS 02113
617 / 227-7422

C

DECEMBER 5, 1986

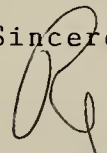
DEAR *Arthur,*

It's that time of year again when all political junkies come together to honor the best in their profession!

The Rendon Report would be honored if you would present a Golden Donkey Award this year. The FIFTH ANNUAL GOLDEN DONKEY AWARDS will be held at the PARKER HOUSE (Rooftop Room) on THURSDAY, JANUARY 22, 1987, from 5:30 PM - 9:00 PM.

Please R.S.V.P. to Priscilla Teague at 227-7422 by December 19, 1986. We look forward to your participation in this unique and extraordinary event.

Sincerely,



Rick Rendon



UNION PRIVILEGE BENEFIT PROGRAMS

Not-for-profit
services created
by the AFL-CIO

815 Fifteenth Street, NW
Washington, DC 20005
(202) 662-1990

PLEASE COPY AND CIRCULATE THIS BULLETIN
TO YOUR OFFICERS AND STAFF

December 1, 1986

Dear Trade Unionist:

This bulletin is an update on the progress of the Union Privilege Benefit Programs.

CREDIT CARD PROGRAM:

Attached is a list of international unions now in the credit card program as the result of signing contracts with UPBP. Option #1 is the so called "true credit" program, wherein there is no annual fee, but the credit charges begin at time of purchase, and is currently at 12.5%. With option #2, there is no annual fee the first year; the annual fee in the second year depends on purchases. That is, for purchases of \$3600 or more, there is no annual fee, for more than \$2400, the fee is \$7.50 and for purchases of less than \$2400, the fee is \$15. There is no interest charge if the balance is paid down to zero within 25 days after date of the statement. This card is currently at 14.75%.

The list also indicates the month in which the mailing is scheduled to be sent to membership of these unions. This information will assist you in responding to calls from members of unions. In order to sign up for the credit card program, union members must wait until they receive a letter from their international union. There is no way to sign up ahead of time.

After the mailing has been completed -- usually about three weeks after it begins -- if members have not received a letter from the president of their international union and they wish to apply for a credit card, application forms are available through their respective unions. Each application form is tailored to that union and therefore, one cannot simply pick up and use any application. Each form is keyed to go to the portfolio of his or her respective union.

With respect to AFL-CIO personnel, the mailing is currently under way to the two top state fed officers, the two top central labor body offices, members of directly affiliated labor unions, AFL-CIO retirees and AFL-CIO staff personnel. Other personnel

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who are employed by state feds, central bodies or other units of the AFL-CIO are expected to receive applications for the credit card through their international union. If, however, by mid-1987 an employee or officer of an AFL-CIO entity has not been given the opportunity to participate in the credit card program, then that individual will be offered at that time the opportunity to apply for a credit card under the AFL-CIO's second mail offering.

As of this time, the response to the credit card mailing has been far far better than was anticipated. It is most encouraging to see this response to this first of a series of benefits to be offered. When individuals have questions about the card as to application, or as to the details, I refer them to their local union, which has the material from the bank and the marketing organization. The local can refer these inquiries through their international union channels. We, of course, are available for inquiries at any time, but suggest that each international union's own apparatus be utilized first.

For those of you who may not have seen the article, Jane Bryant Quinn, a nationally syndicated financial writer, on October 22nd praised the AFL-CIO's card. "Perhaps the best is the new program now being offered to labor unions through the AFL-CIO," she wrote.

LEGAL SERVICE PROGRAM

The Legal Service Program is expected to be launched after the first of the year, when a network of attorneys is complete on a national basis. The UPBP is continuing to compile the names of attorneys who have expressed interest in this program and who wish to participate. As was indicated in an earlier letter to you, if there are lawyers in your area who you believe worthy of participating, please send their names and addresses to us so that we can provide them with the necessary materials. It is our desire to have a national panel of lawyers available to our members everywhere so they can utilize these no-cost and low-cost services. When this program is launched, each international union will receive a catalog of participating lawyers and will receive further information and materials as to how the program is to be implemented. We will also be furnishing state and central bodies with this information as well so that they will be apprised as to how it works under the aegis of each international union.

When the tentative list of attorneys is compiled, we will be submitting a list to each state federation so it can, through its apparatus, review these names as to their suitability for the Legal Services Program.

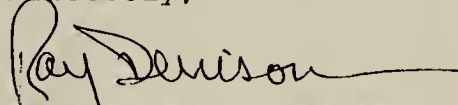
Other programs are in the works at this time, including life insurance, health insurance, travel, investment-retirement and other programs that will be of benefit and savings to union membership. Also in the works is a primer on the associate membership program. As these programs are developed and

THE HISTORY OF THE
CITY OF BOSTON
FROM 1630 TO 1800
BY
JOHN H. COLEMAN
IN TWO VOLUMES
VOL. I
BOSTON
PUBLISHED BY
J. B. ALLEN, 10 N. STATE ST.
1857

consummated, we will be in touch with you as to how they are to be made available to members through their international unions.

Again, as you know, each of these programs is offered only through the international union itself. Individuals, locals, regional groups cannot apply for any of these benefits themselves, but must come through their international union.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ray Denison". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Ray Denison, President
UNION PRIVILEGE BENEFIT PROGRAMS

P.S. Again, if you haven't done so, please send us the names and addresses of lawyers in your area who you believe are interested and worthy of participating in the Legal Service Programs.

Enc: List of Unions in credit card program

Unions in Credit Card Program

Union	Membership	Option	Mail Date
AFL-CIO	13,200	1	October 17
ALPA	31,000	2	Mid-February
ALUMINIUM, BRICK & GLASS	46,000	1	March
ASBESTOS	12,000	1	February
BRICKLAYERS	86,000	2	October 6
Amal. Clothing/Textile	243,000	1	Late February
CWA	517,000	1	Late December
IUE	175,000	1	March
IBEW	780,000	1	
OPERATING ENGINEERS	330,000	1	February
FIRE FIGHTERS	142,000	2	October 13
FIREMEN/OILERS	25,000	1	Mid-March
FLIGHT ATTENDANTS	25,000	2	October 13
UFCW	959,000	1	April
GARMENT (UNITED)	27,000	2	April
AFGE	151,000	1	March
GRAIN MILLERS	31,000	1	April
HERE	310,000	1	Late January
ALLIED INDUSTRIAL WRKS.	64,000	1	March
IRONWORKERS	140,000	2	May
LABORERS	405,000	1	Early February
MACHINISTS	511,000	1	Mid-November
MAILHANDLERS	400,000	1	Late March
MASTERS, MATES & PILOTS	11,000	2	January
MAINTENANCE OF WAY	60,000	2	Mid-January
MEBA	23,000	1	
MOLDERS	32,000	2	March
MUSICIANS	80,000	2	April
NEWS GUILD	21,000	1	Late January
OPEIU	92,000	1	Mid-February
OCAW	102,000	1	Mid-January
PAINTERS	128,000	1	Late December
PAPERWORKERS	226,000	2	May
PATTERN MAKERS	8,000	1	April
PLASTERERS	45,000	2	Mid-January
POLICE	12,000	2	Late-February
PROFESSIONAL ATHLETES	1,300	1	December
BRAC (includes Carmen)	124,000	1	October 10[1]
RUBBER WORKERS	104,000	1	Mid-February
SCHOOL ADMINISTRATORS	10,000	2	May
SEIU	717,000	1	July 28 - August 1
SHEET METAL	114,000	2	May
AFSCME	1,000,000	1	Oct. 17 - Nov. 5
United Steelworkers	532,000	1	Sept. 5-19
STOVE, FURNACE	3,000	1	April
TEXTILE WORKERS	21,000	1	
TRAIN DISPATCHERS	2,500	2	March
AMALGAMATED TRANSIT	94,000	1	May
TRANSPORT WORKERS	85,000	2	Mid-February
UTILITY WORKERS	53,000	2	Mid-March

Total = 9,124,000 Total #1 = 32
Total #2 = 18

[1] Carmen - November mail



Refined
Gymnastic
M. E. C.



*You and your family
are cordially invited to the
Second Annual
BRA Achievement Award Night &
Holiday Jubilee
Saturday, December 6, 1986
at the
J.F. Kennedy Library
Dorchester, Massachusetts*

*6 to 7 PM
Museum Tour*

*7 to 8 PM
Presentation of Awards*

*8 to 10 PM
cocktails, hors d'oeuvres, music,
& enjoyment*



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT
STATE HOUSE • ROOM 109 • BOSTON 02133

*Commended to
M-E C.*

MICHAEL S. DUKAKIS
GOVERNOR

ALDEN S. RAINE
DIRECTOR

AREA CODE (617)
727-1130

November 21, 1986

Mr. George Carpenter
Secretary-Treasurer
Massachusetts A.F.L.-C.I.O.
Eight Beacon Street
Boston, MA 02110

Dear George:

The first meeting of the selection committee for the Spirit of Massachusetts Innovation Awards was held on November 14. Present were Dawn Marie Driscoll, Jon Strauss, Lyda Peters, and Dick Rowe. Their discussion resulted in a list of finalists, a copy of which is attached.

Another meeting of the selection committee will be held on Tuesday, December 2 at 3:00 in the Governor's Council Chambers, Room 360 in the State House. I hope that we are able to make the final selections at this time. Announcement of the winners has been postponed until January as has the State House dinner previously scheduled for December 8.

I look forward to seeing you on December 2.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ben".

Benjamin F. Kincannon
Deputy Director

BFK:aac

FINALISTS FOR THE SPIRIT OF MASSACHUSETTS
INNOVATION AWARDS

ARTS AND LETTERS:

Larry Hill: Music Director of the Pro Arte Chamber Orchestra of Boston and Minister of Memorial Church at Harvard University.

Tracy Kidder: Author of Soul of a New Machine and House.

EDUCATION:

Angela Paige Cook: Director of Paige Academy.

Jean Mayer: President of Tufts University.

HUMAN SERVICES:

Dimock Community Health Center: Joel Hurwitz, Director.

Frank D. Gulluni: Founder of Skills Center for disadvantaged residents.

Thomas McIntyre: President of Bricklayers and Laborers Non-Profit Housing Co.

Arthur Pappathanasi: Head of West Lynn Creamery.

Muriel Snowden: Creator of Freedom House.

INDUSTRY

Cameron Beers: Gillette Company, developer of water conservation programs

Daniel S. Bricklin: Developer of VisiCalc.

Sheryl L. Handler: Founder of Thinkin Machines Corporation.

Ken Olsen: Founder and CEO of Digital Equipment Corporation.

OPEN OR DUAL CATEGORY

Vahan V. Basmajian: President and Chairman of Megatech Corporation.

Dr. Stanley Charm: President, Penicillin Assays.

Elsie Chang Lee: (Human Services or Education) Director, Customer Support Services, Honeywell Information Systems.

Ruth Batson: Director of Afro-American Museum; founder of METCO program and Community Mental Health Program for the South End, Director of WNEV-TV.

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60637

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HOISTING and PORTABLE ENGINEERS Local 4

Apprenticeship Fund

ENGINEERS TRAINING CENTER

James R. Grande, Coordinator



*Refer to
Committee
JRG*

November 2, 1986

Mr. George Carpenter, Jr.
Secretary-Treasurer
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear George:

I have just received the report of the Governor's Advisory Committee on Innovation. After reading it with a great deal of interest, I find myself questioning how much input organized labor had into the study and subsequent regulations.

There is no question about my biases, so my concerns should come as no surprise. In order to make a more rational judgement, however, I would like to discuss this with either yourself or the other labor representatives on the committee. If possible, I would like to hold this discussion at our next Building Trades Training Director's meeting 10:30 a.m., Monday, December 8, 1986 at the Engineers Training Center, One Engineers Way, Canton, Massachusetts. (Directions enclosed)

I realize that this is short notice, but as I said, I just received the report and our scheduled meeting is Monday.

Your presence and explanation will be of considerable help in whether to take a position on this or not.

Thank you and best personal regards.

Fraternally,

James R. Grande
Administrator

JRG/mm

Enclosure

United Steelworkers of America

AFL-CIO
DISTRICT ONE
43 HARVARD STREET
WORCESTER, MASSACHUSETTS 01609



WILLIAM J. FOLEY
DIRECTOR

DOMENIC A. DIPILATO
ASSISTANT DIRECTOR

TELEPHONE
(617) 756-3577

November 20, 1986

*Communicated
JWF*

Mr. George Carpenter
Secretary-Treasurer
Mass/AFL-CIO
8 Beacon Street
Boston, MA 02108

RE: USWA DISTRICT 1 PAC CONFERENCE

Dear George:

The United Steelworkers of America is holding a PAC Conference at the Sheraton Hyannis, Hyannis, Massachusetts on Monday, November 24, 1986.

We would like you to attend the cocktail hour where Director William J. Foley will present a plaque to Speaker Thomas P. O'Neill, Jr. The cocktail hour will be held in the Director's suite which is room 500, and will begin after the conclusion of the meeting, approximately at 4:00 p.m.

Hoping to see you then.

Sincerely and fraternally,

William J. Foley
William J. Foley
Director, District 1

William F. Irvin
William F. Irvin
Legislative Coordinator
District 1

WJF:WFI:pl

SALEM STATE COLLEGE

Salem, Massachusetts 01970

OFFICE OF THE PRESIDENT

Date 11/24/86

Referred To:

Mr. George Carpenter, Jr.

- ☒ FOR YOUR INFORMATION
- ☐ FOR YOUR FILES
- ☐ FOR YOUR APPROPRIATE ACTION
- ☐ PLEASE REPORT ACTION TAKEN
- ☐ PLEASE PREPARE REPLY FOR MY SIGNATURE
- ☐ PLEASE ANSWER DIRECTLY
- ☐ PLEASE SEND ME COPY OF REPLY
- ☐ PLEASE ADVISE ME
- ☐ PLEASE RETURN TO:

REMARKS:

M E M O R A N D U M

TO: The College Community
FROM: President James T. Amsler *JTA*
DATE: November 20, 1986

I wish to inform you that the Salem State College Board of Trustees at their meeting on November 19, 1986 approved my request for a sabbatical leave of absence for second semester 1986-1987 and also accepted my resignation effective August of 1988.

I will return to Salem State College after my sabbatical leave to assume the presidency and will serve in that capacity for academic year 1987-1988.

JTA:SL

James T. Amsler, President

November 20, 1986

Dr. Franklyn G. Jenifer
Chancellor
MA Board of Regents of Higher Education
One Ashburton Place
Boston, MA 02108

Dear Chancellor Jenifer:

At the Salem State College Board of Trustees meeting on Thursday, November 19, 1986, they approved my request for sabbatical leave of absence for second semester 1986-1987 and my resignation as president effective August 1988.

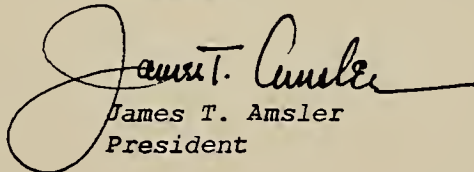
The Board of Trustees is meeting on December 10, 1986 to appoint an acting president for second semester 1986-1987. I will so inform you as soon as that action has been completed.

Upon my return in September 1987, I will aid and support the college community in its process of selecting my successor.

I look forward to seeing you and Chairman Edward Lashman on December 3rd when you visit Salem State College.

Best personal regards.

Sincerely,


James T. Amsler
President

M E M O R A N D U M

TO: Faculty and Administrators

FROM: President James T. Amsler



DATE: November 20, 1986

I have been asked by the Salem State College Board of Trustees to request those faculty and administrators who are interested in serving in the capacity of acting president of the College to indicate their intention in writing to me. The position of acting president will be effective January, 1987 through August, 1987. I would call to your attention that the Board of Trustees has voted that the acting president will not be considered a candidate for the position of president.

I will return to the College after my sabbatical leave to assume the presidency and will serve in that capacity for academic year 1987-1988.

The Board of Trustees will be meeting on December 10, 1986 to discuss and select an acting president for Salem State College for the second semester 1986-1987.

JTA:sl

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**EVELYN
MURPHY**
LIEUTENANT
GOVERNOR **86**

November 14, 1986

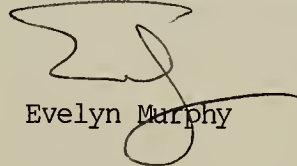
Arthur Osborn, President
Massachusetts/AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur:

Thank you for your kind note of congratulations. It was a tremendous victory, and the AFL-CIO certainly played a crucial role in the election. Your endorsement was invaluable to Michael and myself.

I look forward to working with you in my role as Lieutenant Governor to advance a progressive agenda.

With warmest regards,



Evelyn Murphy

Commencement
J. E. P.

James T. Amsler, President

November 14, 1986

Mr. George E. Carpenter
AFL-CIO
8 Beacon Street
Boston, MA 02108

George
Dear Mr. Carpenter:

As a member of the Board of Trustees, I am delighted to inform you that President Amsler has been selected as one of the 100 most effective presidents in the nation. Of particular significance is that he is the only public college president in New England so identified. I am enclosing a copy of the news releases for your information and review.

Please join me in congratulating President Amsler on receiving this honor and in bringing further distinction to the College.

With every good wish,

Peter Mazareas
Peter Mazareas, PhD
Vice President
External Affairs & Development

PM:dmj
Enclosures

VIEWPOINT

THE SALEM, MASS., EVENING NEWS — MONDAY, NOVEMBER 10, 1986

OUR VIEW

A double honor for the No. Shore

Congratulations are in order for two North Shore college presidents who last week were named among the country's top 100 most effective leaders in higher education.

Salem State College President James T. Amsler and Gordon College President Richard F. Gross were singled out by their peers as part of a two-year study funded by the Exxon Corporation Education Foundation and entitled "The Effective College President."

The study found that the most effective college presidents believe less in close collegial relationships than do "typical" presidents and that they rely on respect than popularity.

We are especially proud of Amsler's honor because he heads a publicly-funded institution and while the same management tools are used to manage a public or private college, the financial constraints in the public arena can seriously hamper l'esprit de corps.

Amsler has always been an independent voice for education in the Salem community and in the years to come will be working towards university status for Salem State.

Amsler and Gross are both in good company since the Rev. Theodore M. Hesburgh of the University of Notre Dame, Derek Bok of Harvard University and the Rev. Timothy S. Healy of Georgetown University were also among the top 100.

It's just nice to see that small public and privately-owned colleges can produce the best in effective leadership, too.

Rollie Corneau, managing editor



THE EVENING NEWS

40 Pages

FRIDAY, NOVEMBER 7, 1986

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744

Local college heads among top 100

Amsler, Gross honored by peers

By KARYN KORIETH
News Staff

Two North Shore college presidents have been identified by their peers as being among the country's top 100 most effective leaders in higher education.

The honor was given to Salem State College President James T. Amsler and Gordon College President Richard F. Gross.

Their selection was part of a two-year study funded by the Exxon Education Foundation entitled, "The Effective College President."

The study found that the most effective college presidents believe less in close collegial relationships than do "typical" presidents and that they rely on respect more than popularity.

Effective presidents also work longer hours, make decisions more easily and confide less frequently in other presidents than do their counterparts at other institutions, according to the study.

The 100 presidents, who represent approximately 3 percent of the top administrative officers at U.S. colleges and universities, were nominated as strong leaders in a survey of 485 chief executives, higher education officials, and scholars who study the college presidency.

Amsler and Gross were named to the list along with the Rev. Theodore M. Hesburgh of the University of Notre Dame, Derek Bok of Harvard University and the Rev. Timothy S. Healy of Georgetown University.

HONORED
(Continued on page 8)

HONORED

(Continued from page 1)

Since Amsler was appointed president at Salem State, he has expanded the college's academic programs to 26 majors, 50 concentrations and 13 graduate degrees. In addition, fundraising has grown from zero seven years ago to \$4.1 million this year.

Amsler was also responsible for the establishment of the Salem State College speakers' series and the Northeast Consortium of Public and Private Colleges and Universities.

At the national level, Amsler is one of the 44 college presidents commissioned to advise the National Collegiate Athletic Association on policies. He served as national chairman of the American Association of Colleges and Universities and is the organization's state representative for public higher education. He also has served on a national delegation of college presidents that visited Israel to

review and discuss higher education.

He is also active in a number of community organizations, including serving as a trustee of Salem Hospital and St. John's Preparatory School in Danvers. He serves as a director of the House of Seven Gables, the Essex Institute and the North Shore Chamber of Commerce. Amsler, a retired Navy captain, previously served as president of North Adams State College and as a director of the Division of Massachusetts State Colleges.

Amsler is a graduate of Fitchburg State College and holds a master's degree from Harvard University and a doctorate from Boston University. Gross, a native of Chicago, is a graduate of Wheaton College in Illinois. He holds a master's degree in guidance and counseling and a doctorate in administration of higher education.



JAMES T. AMSLER

Most Effective College Presidents Are 'Risk Takers'

Who Rely on Respect, Not Popularity, Study Finds

BOWLING GREEN, OHIO

The most effective college presidents believe less in close collegial relationships than do "typical" presidents, and they rely on respect rather than popularity, according to the preliminary results of a new study.

Effective presidents also work longer hours, make decisions more easily, and confide less frequently in other presidents than do their counterparts at other institutions.

Those are some of the leadership qualities cited by college presidents named as the most effective chief executives. They were nominated as strong leaders in a survey of 485 chief executives, higher-education officials, and scholars who study the college presidency.

5 at Top of List

At the top of the list are the Rev. Theodore M. Hesburgh of the University of Notre Dame; Derek Bok of Harvard University; the Rev. Timothy S. Healy of Georgetown University; William C. Friday, president emeritus of the University of North Carolina; and Hanna Gray of the University of Chicago.

The effective college president is a "strong, risk-taking loner with a dream," said James L. Fisher, president emeritus of

the Council for Advancement and Support of Education and co-director of the study.

That image may actually be "antithetical" to traditional notions of the college presidency, Mr. Fisher said.

The study identifies the 100 presidents who received the most nominations as effective leaders in the survey. The list is arranged by type of institution, using the Carnegie classification system (see Page 13).

From the list of 100 presidents, 18 chief executives with the highest number of nominations were selected to participate in personal interviews on the role of the college president. Final results of the survey and interviews will be published in a forthcoming book.

Several presidents on the list, in interviews with *The Chronicle*, indicated that they were pleased to be honored by their colleagues.

"It's always nice to be honored, although I'm not sure what it means," said David Alexander of Pomona College.

Mr. Alexander said the list of the most effective presidents should not be regarded as "definitive."

"To the extent that it purports to be scientific, I think it's misleading," he said. "But to the extent that it represents the opinion of one's peers, it's useful."

Paul A. Eisner, chancellor of the Maricopa County Community College District, said a survey of attitudes might not adequately convey the complexities and "nuances" of the president's job.

"I wouldn't want to reduce the office to the thesis that you have to be a risk-taker," he said. "It takes a lifetime to capture these complexities."

315 Respond

In the survey, college leaders were asked about their personal and professional backgrounds. They also completed a questionnaire that examined their attitudes toward leadership and management. Some 315 presidents filled out the questionnaire.

The results were compared with those provided by a group of randomly selected presidents from the *Higher Education Directory*.

Martha W. Tack, co-director of the study and professor of educational administration and supervision at Bowling Green State University, said she had not wanted to define "effectiveness" beforehand but hoped that the presidents themselves would indicate what made them effective.

The two groups showed several differences in attitudes toward the job, Ms. Tack

Continued on Page 13, Column 1

Effective Presidents Are 'Risk Takers,' Study Finds

Continued from Page 11

said, although some of the differences were a matter of degree.

Effective leaders take more risks and encourage others to be creative, she said. They care about "little people" at the institution and demonstrate a strong element of "humanity." They also realize they are not "running a popularity contest," and work instead for people's respect, Ms. Tack said.

"They're caught up in a vision of their institution, and they personalize their dream so they can't really separate themselves from the office," she said.

Mr. Fisher is former president of Towson State University and author of *Power of the Presidency*, a guidebook that is widely read by college executives.

He said the survey indicated that "collegial leadership" is a contradiction in terms.

"A president who wants to remain in the classroom should stay there," he said. "That kind of leader cannot represent the collective community as well as a leader who establishes some social distance."

Grant from Exxon Fund

Mr. Fisher noted that the image of a strong presidential leadership style was contrary to what faculty members and others expect of chief executives. However, it should not threaten the idea of shared governance, he said.

"A close analysis shows that the effective president does believe in shared governance, but he also knows that he is the final authority," he said.

The study, entitled "The Effective College President," is financed by a grant from the Exxon Education Foundation. It will be included in a book to be published next year.

—LIZ McMILLEN

THE CHRONICLE OF
HIGHER EDUCATION
November 5, 1986

Personal & Professional

November 5, 1986 • THE CHRONICLE OF HIGHER EDUCATION • 13

The 100 Most Effective College Leaders, Named in a Survey of Their Peers

BOWLING GREEN, OHIO

Following is a list of 100 college and university leaders named as most effective in a survey of 485 presidents, scholars, directors of higher-education associations, and other officials.

The list is organized by institutional categories established by the Carnegie Commission. Included are the presidents who received the most nominations within each category. In the "Doctoral-Granting II" category, only one president received multiple nominations.

Asterisks denote nominees who no longer hold a presidency.

4-YEAR COLLEGES AND UNIVERSITIES

RESEARCH I

Derek Bok, Harvard U.
John O'Brian, Michigan State U.
William Friday, U. of North Carolina
Peter Flawn, U. of Texas at Austin
A. Bartlett Giamatti, Yale U.
Hanna H. Gray, U. of Chicago
Stanley O. Ikenberry, U. of Illinois
C. Peter McGrath, U. of Missouri
Steven Mulick, Johns Hopkins U.
Harold T. Shapiro, U. of Michigan
John R. Silber, Boston U.

RESEARCH II

Edward J. Bloustein, Rutgers U.
The Rev. William J. Byron, Catholic U. of America
Richard M. Cyert, Carnegie Mellon U.
Lloyd H. Elliott, George Washington U.
The Rev. Timothy S. Healy, Georgetown U.
Robert M. O'Neill, U. of Virginia
John W. Ryan, Indiana U.
Howard R. Swearer, Brown U.

DOCTORAL-GRANTING I

Daniel Berg, Rensselaer Polytechnic Institute
Neil S. Bucklew, West Virginia U.
Thomas J. Clifford, U. of North Dakota
Norman Hackerman, Rice U.
The Rev. Theodore M. Hesburgh, U. of Notre Dame
James B. Holderman, U. of South Carolina
The Rev. J. Donald Mowat, Boston College
Vincent O'Leary, State U. of New York at Albany
Josh L. Thomas, U. of Alabama

DOCTORAL-GRANTING II

Herbert H. Reynolds, Baylor U.

COMPREHENSIVE I

Ralph W. Adams, Troy State U.
James T. Amley, Salem State College
Ronald Calgaard, Trinity U. (Tex.)
Ronald E. Carrier, James Madison U. (on leave of absence)
James W. Cleary, California State U. at Northridge
Roland Ollie, Moorhead State U.
Paul J. Dove, Concordia College (Minn.)
Sister Mary Franciscus, Madonna College
E. K. Festwell, Jr., U. of North Carolina at Charlotte

E. Bruce Hellman, U. of Richmond
Stephen Horn, California State U. at Long Beach
John E. Johns, Furman U.
George W. Johnson, George Mason U.
Marty Terrence J. Murphy, College of St. Thomas
Richard F. Rosser, DePaul U.
Charles E. Smith, U. of Tennessee at Martin
William J. Sullivan, Seattle U.
James F. Vickrey, Jr., U. of Montevallo
James J. Whalen, Illinois College

COMPREHENSIVE II

Mele F. Allabouse, Bloomfield College
Fred B. Bentley, Mars Hill College
J. Richard Chase, Wheaton College (Ill.)
Martha E. Church, Hood College
Norman C. Francis, Xavier U. of Louisiana
Charles E. Glasick, Gettysburg College
Norbert J. Hruby, Aquinas College

LIBERAL ARTS I

David Alexander, Pomona College
Neal R. Berte, Birmingham Southern College
Paul E. Bragdon, Reed College
Paula P. Brownee, Hollins College
Colin G. Campbell, Wesleyan U.

John Chandlee, Williams College
Jill Gossay, Smith College
Rhoda M. Dorsey, Goucher College
George A. Draz, Grinnell College
Robert H. Edwards, Carleton College
Alice F. Emerson, Wheaton College (Mass.)
Richard F. Gross, Gordon College
Paul Hardin, Drew U.
Alice S. Ilchman, Sarah Lawrence College
Philip H. Jordan, Jr., Kenyon College
Nannerl O. Keohane, Wellesley College
Mary S. Marx, Mills College
Gordon J. Van Wye, Hope College
Richard Warch, Lawrence U.
Kenneth J. Welles, Central U. of Iowa
David K. Winter, Westminster College

LIBERAL ARTS II

Hugh M. Gloster, Morehouse College
Elmer Jagow, Hiram College
Virginia Lester, Mary Baldwin College
Henry Ponder, Fisk U.
Sister Joel Read, Alverno College
Roy B. Shilling, Jr., Southwestern U.

2-YEAR COLLEGES AND INSTITUTES

Nolen M. Ellison, Cuyahoga Community College District

Paul A. Eisner, Maricopa County Community College District
Carl Gerber, Lakewood Community College
Richard K. Greenfield, St. Louis Community College District
Richard H. Hagemeier, Central Piedmont Community College
Joseph N. Hankin, Westchester Community College
Leslie Koltai, Los Angeles Community College District
R. Jan LeCroy, Dallas County Community College
Harold O. McAninch, College of DuPage
Robert H. McCabe, Miami-Dade Community College
Byron McClenney, Alamo Community College District
Lewis Nobles, Clarke College (Miss.)
David H. Poozits, Sinclair Community College
Joe B. Rushing, Tarrant County Junior College
Bill F. Stewart, State Center Community College District (Cal.)
Lawrence W. Tyree, Gulf Coast Community College District
Bruce E. Whitaker, Chowan College
Jeanette T. Wright, Bay Path Junior College

Inter - Office Memo

From the desk of...

ARTHUR R. OSBORN_c

Uville - Friendly
DATE: Hove

TO:

SUBJECT:

Tues
9:30

Dennise
Wallace O.K.

Phil Mason

Education
Report ↓

SERVICE EMPLOYEES

INTERNATIONAL UNION, AFL-CIO, CLC



1313 L STREET N.W. • WASHINGTON, D.C. 20005 • (202) 898-3200

JOHN J. SWEENEY
INTERNATIONAL PRESIDENT

RICHARD W. CORDTZ
INTERNATIONAL SECRETARY-TREASURER

December 10, 1986

Mr. Arthur Osborn
President
Massachusetts AFL-CIO
3rd Floor
8 Beacon Street
Boston, MA 02108

Dear Brother Osborn:

As you may have heard, some 9,000 of our members who work for the Kaiser Foundation Health Plan are now in the seventh week of their strike against 27 Kaiser hospitals in Northern California.

The Kaiser workers are fighting a valiant battle against an outrageous set of takeaway demands that include a three-year wage freeze for current employees, a two-tier wage structure that cuts the pay of new hires in many locations by up to 35 percent, and almost total elimination of post-retirement health care benefits.

As the enclosed position paper documents, Kaiser has absolutely no economic justification for concessions and is basing its demands on the ability to meet future "competition" which may or may not materialize. We've made every effort to compromise and accommodate Kaiser's needs, but Kaiser has refused to even consider eliminating the two-tier.

Following a contract rejection vote last week, the Service Employees International Union made the decision to back the strikers to the hilt. The California Federation of Labor, along with all central labor councils in Northern California, are doing likewise. And AFL-CIO President Lane Kirkland last week sent a telegram to Kaiser Chairman James Vohs demanding a settlement be reached soon.

I feel confident we can win a decent contract and our picket lines are holding at 75 percent. But the local union's strike fund has run out, the workers' health coverage cancelled by management and now Kaiser is making moves toward permanent replacements.

In short, we now need the support of the entire labor movement. We are asking local union and trust funds to join our economic pressure campaign by withholding premium payments, demanding renegotiation of coverage contracts, eliminating Kaiser as an option during open periods and helping us block Kaiser expansion plans in Northern California and in other states.

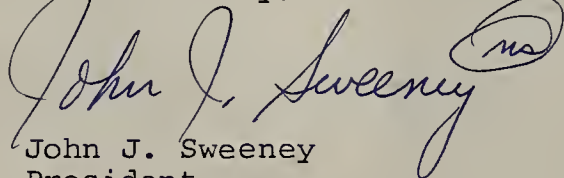
In addition, we are also asking for contributions to the local's hardship fund so we can help the workers meet their human needs during the coming holiday season.

I would appreciate anything you can do to help. Hardship checks should be made payable to "Don't Take No for An Answer" and mailed to SEIU Local 250, 240 Golden Gate Avenue, San Francisco, CA 94102.

Inquiries about what you can do to help in the economic pressure campaign should be directed to Carol Regan at Local 250, or by calling her at (415) 885-5479, or by contacting my office in Washington.

The struggle at Kaiser is much more than a strike against corporate greed; it is a tragic conflict between an institution organized labor has sponsored and helped build and workers who have helped make it into the largest and most profitable HMO in the world. Only a united stand by organized labor can bring Kaiser to its senses and help restore the relationship of mutual respect we once enjoyed.

In Solidarity,

A handwritten signature in dark ink, reading "John J. Sweeney". The signature is fluid and cursive, with a large, stylized "J" and "S". To the right of the signature is a small, circular mark containing the letters "ms".

John J. Sweeney
President



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

December 17, 1986

PRESIDENT
ARTHUR R. OSBORN

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THOMAS P. KERR
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DAVID LIMA
KEVIN MAHAR
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CHARLES E. THOMPSON
BARNEY WALSH

James L. Medoff, Faculty Chair
Harvard University Trade Union Program
Belfer Center 507
79 JFK Street
Cambridge, MA 02138

Dear Chairman Medoff:

This Council was informed that the longstanding Harvard Trade Union Scholarship presented yearly to the Mass. AFL/CIO recipient was being dropped from your program.

Using the same format for over 20 years, we held our interviews, announced the winner, Representative Carl Proper of the ILGWU, distributed the traditional press releases and sent congratulations communications to Carl and his family.

Bearing this in mind, I am hopeful you can appreciate the embarrassing situation this decision has caused within our State Federation.

The Mass. AFL/CIO Council went through reorganization a few years ago and we can understand how, in the midst of transition, internal problems arise. Therefore, we can appreciate your problems and also your desire to have this program go smoothly, and for these reasons, we are not going to press our complaint concerning the upcoming session.

We continue to feel the action taken by the Harvard Trade Union Program was completely unfair, and we are still protesting this decision as far as future sessions are concerned.

The Executive Officers of this organization are requesting a meeting with you concerning our complaint.

Sincerely,

Arthur R. Osborn
President & Education Dir.

George E. Carpenter, Jr.
Secretary-Treasurer

opeiu-6
afl/cio

cc: Lane Kirkland, Nat'l Pres., AFL/CIO
John O'Malley, Reg. Dir., AFL/CIO
Linda Kaboolian, Exec. Dir., HTUP

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260

THE UNIVERSITY OF CHICAGO

OFFICE OF THE DEAN

CHICAGO, ILL. 60637
TEL. 373-3100

Dear Mr. [Name]:

I am pleased to inform you that your application for admission to the University of Chicago has been accepted. You will be joining a distinguished group of students who are pursuing their studies at this institution.

Your admission is contingent upon your successful completion of the required entrance examinations and the submission of your financial statement. Please contact the Office of the Dean at the above address for further details regarding these requirements.

We are confident that your presence at the University of Chicago will be a valuable contribution to our academic community. We look forward to welcoming you to campus in the fall semester.

Very truly yours,
[Signature]

Enclosed for you are the following documents:
1. A copy of the University of Chicago Catalog
2. A copy of the admission requirements
3. A copy of the financial statement form

Sincerely,
[Signature]

WHO MAY APPLY

Every Trade Unionist is offered the opportunity to qualify for the training offered in the fellowship program provided that he or she is a member of a local union affiliated and in good standing with the Mass. State Labor Council, AFL-CIO. No specific educational qualifications are required. The University is primarily interested in having the unions send men and women of intelligence and practical experience, who are dedicated to the labor movement and who expect to spend their careers in its service.

HOW TO APPLY

- (a) Applicants shall prepare a paper summarizing their background and experience in the Trade Union Movement.
- (b) Applicants must designate the manner in which they intend to apply the training received.
- (c) Application must be accompanied by a letter from the President of the Local Union or Central Body in which the participant is a member or delegate in good standing.
- (d) Each applicant must appear before the Advisory Board of a personal interview. The personal interview will be held by the Advisory Board on April 13, 1981.

**Applications Must Be Submitted
Prior to April 8, 1981**

**Attention: ARTHUR R. OSBORN,
COPE & Education Director
Massachusetts State Labor Council, AFL-CIO
6 Beacon Street, Suite 720
Boston, Massachusetts 02108**

1981

TWENTY-THIRD ANNUAL TRADE UNION FELLOWSHIP PROGRAM



Sponsored by

Massachusetts State Labor Council, AFL-CIO

ARTHUR R. OSBORN
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PAUL F. QUIRK
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EXECUTIVE VICE-PRESIDENT

JOSEPH M. LYDON
EXECUTIVE VICE-PRESIDENT

ARTHUR R. OSBORN
COPE & EDUCATION DIRECTOR

SUITE 720, 6 BEACON ST., BOSTON, MA 02108
227-8260

Advisory Board

President, Mass. State Labor Council, AFL-CIO
Director of the Harvard Trade Union Program.
Commissioner of Education, Commonwealth
of Massachusetts.
President, Massachusetts Federation of Teachers,
A. F. T., AFL-CIO
Secretary-Treasurer, Massachusetts State Labor
Council, AFL-CIO
Department of Education and COPE, Massachu-
setts State Labor Council, AFL-CIO



FELLOWSHIP AWARDS

THE ROBERT J. WATT FELLOWSHIP

established as a permanent yearly fellowship at the 61st Convention of the Massachusetts Federation of Labor to perpetuate the memory of Robert J. Watt, former Secretary-Treasurer of the Federation, who urged the establishment at Harvard University of a program for the training of trade unionists in administrative and executive fields which eventually culminated in the establishment of the Harvard Trade Union Program.

HARVARD TRADE UNION ALUMNI MEMORIAL FELLOWSHIP

Dedicated to the memory of outstanding leaders of the trade union movement in Massachusetts who believed in training the leadership of local unions, that they in turn would enlighten the membership of their organizations.

Two sessions of the program are held each year. The first session runs from mid September to mid December. The second session is held from mid February to mid May. The candidate may make the decision to which session he wishes to attend.

VALUE OF FELLOWSHIPS

The fellowships are equal in value and opportunity. Recipients of each fellowship receive an honorarium of \$2500 to cover expenses of tuition, meals, books, medical and other required fees. The remainder will offset, in part, loss of wages during the 13-week period that the fellow is in attendance at Harvard University.

THE PURPOSE OF THE PROGRAM is to extend to trade unionists the same basic type of training for administrative responsibility which is available to men in public service and private industry.

Outline of Trade Union Course

- PROBLEMS IN LABOR RELATIONS
- ECONOMIC ANALYSIS
- LABOR LAW AND ARBITRATION
- TRADE UNION ADMINISTRATION
ORGANIZATION AND CONTEMPORARY
PROBLEMS
- WAGE ADMINISTRATION AND BENEFIT
PROGRAMS
- AMERICAN LABOR HISTORY AND
INTERNATIONAL LABOR AFFAIRS
- TRADE UNION COMMUNICATION

For information relative to the course write or call:

JOSEPH P. O'DONNELL, Executive Director
Harvard University Trade Union Program
Sherman Hall
Boston, Massachusetts 02163
Telephone 495-6468

1980

ROBERT W. BAYNES

Pipefitters, Local #537

BERNARD CORBETT

Amalgamated Transit Union
(Carmen's Union, M.B.T.A.)
Local #589

The Above Are The Winners
of 1980 Program

ARTHUR R. OSBORN
President

JOHN J. BARRON
Executive Vice President

JOSEPH M. LYDON
Executive Vice President

PAUL F. QUIRK
Secretary-Treasurer



MASSACHUSETTS STATE LABOR COUNCIL, AFL-CIO

6 BEACON STREET (Room 720) • BOSTON, MASSACHUSETTS 02108

Telephones:
CAPitol 7-8260 • 8261
Richmond 2-1620 • 1621

ARTHUR R. OSBORN
COPE Director

April 6, 1981

Joseph P. O'Donnell, Exec. Dir.
Harvard Trade Union Program
Sherman Hall
Boston, Mass. 02163

Dear Sir and Brother:

Interviews for the Twenty-Third Annual Harvard Trade Fellowship Union Program will be held on Monday, April 13, 1981, at the Massachusetts State Labor Council, AFL-CIO, 6 Beacon St., Room 720, Boston, Massachusetts, at 1:30 p.m.

I suggest that 15 minutes be allowed for each person to be interviewed and it would appear that a selection of two (2) winners will be made from the some ten (10) candidates who have sent in their resumes.

If you have any questions regarding these interviews, please contact Arthur R. Osborn, Director of Cope and Education.

Fraternally yours,

Arthur R. Osborn
COPE and Education Director

opeiu-6
afl-cio



MASSACHUSETTS STATE LABOR COUNCIL, AFL-CIO

8 BEACON STREET, (Suite 720) • BOSTON, MASSACHUSETTS 02108

Telephones:

227-8260-8261

742-1620-1621

WE, THE UNDERSIGNED, AS MEMBERS
OF THE SCHOLARSHIP SELECTION COMMITTEE,
HAVE CHOSEN THE FOLLOWING:

JACK GALLAGHER, JR. CARMENS #589

MICHAEL J. GORMLEY, I. U. O. E. #877.

IN THE EVENT EITHER OF THE
ABOVE CANDIDATES ARE UNABLE TO
ATTEND THE HARVARD T.O.P., OUR CHOICE
AS ALTERNATE IS

JOSEPH M. QUILTY, IRON WORKERS #7

RESPECTFULLY SUBMITTED,

Frank Martin

James Alan Dyle

Joseph P. Samuel



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 500,000 Strong

PRESIDENT

ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS

JOHN J. BARRON

JOSEPH M. LYDON

SECRETARY-TREASURER

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RICHARD E. POST

NICHOLAS ROUSSOS

THOMAS M. SCANLAN

MARY ANN SCIBELLI

ROGER SOUCY

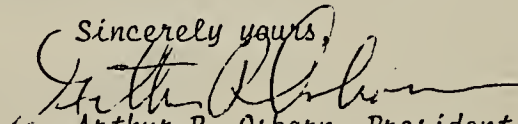
April 22, 1982

Joseph P. O'Donnell, Exec. Director
Harvard Trade Union Program
Sherman Hall
Boston, Mass. 02136

Dear Joe!

The Education Committee of the Massachusetts AFL/CIO is most appreciative of your participation in the selection of the three (3) recipients of the Harvard Trade Union Program.

I appreciate the time and effort devoted in making this program a success.

Sincerely yours,

Arthur R. Osborn, President
COPE & Education Director

opeiu-6
afl/cio

MASSACHUSETTS / AFL-CIO

6 Beacon Street, Boston, MA 02108

Telephone: (617) 227-8260 - 742-1620

Hot Line - 1-800-392-6022

Dr. J. M. L. [illegible] [illegible] [illegible]

[The remainder of the page contains extremely faint, illegible text, likely bleed-through from the reverse side of the document.]

4/12/82

ARTHUR OSBORN
Cope and Educational Director
Massachusetts AFL - CIO

WE, THE UNDERSIGNED
MEMBERS OF THE COMMITTEE
TO SELECT THE HARVARD
TRADE UNION PROPLAN
SCHOLARSHIP AWARDS HAVE
CHOSEN

JAMES JAMERY - Worth Award.

KAY LATTER - TU PALUM AWARD

JOE QUILTY - GEO. MEANY AWARD.

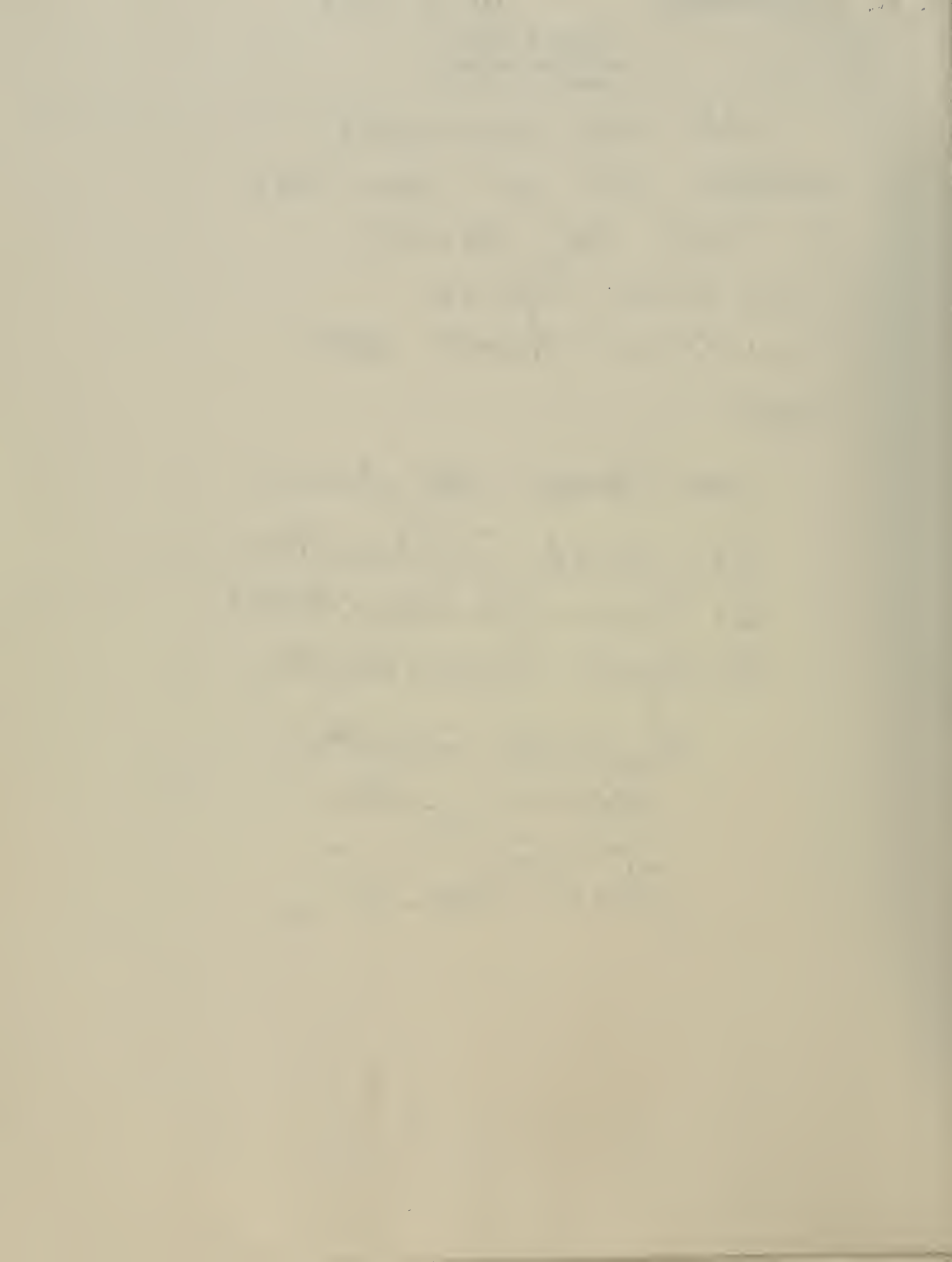
ALTERNATE - THERESA MURPHY

Respectfully Submitted,

Robert A. Watson

Paul L. Devlin

Joseph P. O'Donnell





MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 500,000 Strong

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ARTHUR R. OSBORN

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RICHARD F. PICCUITO

RICHARD E. POST

NICHOLAS ROUSSOS

THOMAS M. SCANLAN

MARY ANN SCIBELLI

ROGER SOUCY

April 2, 1982

Joseph P. O'Donnell, Exec. Dir.
Harvard University Trade
Union Program
Sherman Hall
Boston, Mass. 02163

Dear Sir and Brother:

The interviews for the applicants to the Harvard Trade Union Fellowship Program will be conducted on Monday, April 12, 1982, at the Massachusetts AFL/CIO, Room 720, 6 Beacon St., Boston, Mass.

I suggest that 15 minutes be allowed for each person to be interviewed and it would appear that a selection of two (2) winners will be made from the nine (9) candidates who have sent in their resumes.

If you have any questions, regarding these interviews, please contact me.

Fraternally,

Arthur R. Osborn, President
COPE and Education Director

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afl/cio

MASSACHUSETTS / AFL-CIO
6 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260 - 742-1620
Hot Line - 1-800-392-6022

THE UNIVERSITY OF CHICAGO

CHICAGO, ILLINOIS 60637



THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60637
OFFICE OF THE DEAN
5408 S. UNIVERSITY AVE.
CHICAGO, ILL. 60637
TEL: (773) 835-3100
FAX: (773) 835-3101
WWW.CHICAGO.EDU

OFFICE OF THE DEAN
5408 S. UNIVERSITY AVE.
CHICAGO, ILL. 60637



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 500,000 Strong

March 22, 1983

PRESIDENT
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RICHARD F. PICCUITO
RICHARD E. POST
NICHOLAS ROUSSOS
THOMAS M. SCANLAN
MARY ANN SCIBELLI
BARNEY WALSH

Joseph O'Donnell, Executive Director
Harvard University Trade Union
Program
Graduate School of Education
Larson 505
Appian Way
Cambridge, Ma. 02138

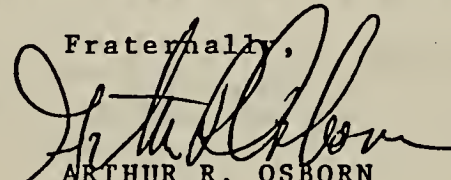
Dear Sir and Brother:

Once again, the Massachusetts AFL-CIO is preparing for its Twenty-Fifth Annual Trade Union Fellowship Program. We are planning to have the interviews on Monday, April 11, 1983, in the afternoon.

I would appreciate it very much if you would act as a judge in the forthcoming program.

May I hear from you regarding the above.

Fraternally,


ARTHUR R. OSBORN
PRESIDENT

opeiu-6
afl-cio

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260 - 742-1620
Hot Line - 1-800-392-6022



HARVARD UNIVERSITY TRADE UNION PROGRAM

Faculty Committee:

John T. Dunlop, *Chairman*
Lamont University Professor
Hale Champion, *Executive Dean*
J. F. Kennedy School of Government
Richard Freeman
Department of Economics
James J. Healy, *Ex Officio*

David Kuechle

Graduate School of Education
James Medoff
Department of Economics
Paul Weiler
Harvard Law School
Joseph P. O'Donnell
Executive Director

Invites Your Participation in the 73rd Session (Spring) January 11 - April 5, 1984

PURPOSE:

To provide training for the executive and administrative responsibilities of union officers and to enable them to play more important and useful roles in the labor movement and in the community.

PARTICIPATION:

The University is primarily interested in having the unions sponsor individuals of practical experience, good judgment and intelligence who are dedicated to the labor movement and who plan to spend their careers in its service. The best test of a representative's qualifications for enrollment is a record of successful experience in the labor movement.

COURSES:

Labor Relations • Economic Analysis • Labor Law • Union Administration •
Grievance Arbitration Procedure and the Collective Bargaining Process •
Wage Administration and Benefit Programs • American Labor History •
International Labor Affairs • Government-Labor Relations •
Collective Bargaining Seminars

In addition to normal course work, each participant is required to write a term report on a relevant topic.

EXPENSES:

Tuition	\$2500.00
Room	1250.00
Books	200.00
Meals	Variable

In summary, the basic expenses, including tuition, for each participant may approximate \$5000.00. Additional consideration should be given to the matter of transportation to and from Boston, Mass. together with laundry, recreation and incidental expenses.

For application or further inquiry, please write:

Joseph P. O'Donnell, *Executive Director*
Harvard University Trade Union Program
Graduate School of Education
Larsen 505, Appian Way
Cambridge, MA 02138



APRIL 11, 1983 -

THE MASS. STATE LABOR COUNCIL
COMMITTEE ON AWARD OF SCHOLARSHIPS
MET TO DETERMINE SCHOLARSHIP
WINNERS FOR THE 73RD SESSION
OF THE TRADE UNION PROGRAM.

- ① THE ROBERT WAIT AWARD IS
GIVEN TO THERESE MURPHY
AFSCME LOCAL #1170.
- ② THE T.V.P. ALUMNI SCHOLARSHIP
IS GIVEN TO DANIEL CLIFFORD
H & R E LOCAL #26.
- ③ IF NEEDED, THE ALTERNATE
CHOICE IS RALPH WORSENCROFT
ASBESTOS WORKERS LOCAL #6.

THE AWARDS GIVEN ARE CONTINGENT
ON TVP'S ABILITY TO NEGOTIATE
SATISFACTORY RENTAL OF SPACE
TO HOUSE THE PARTICIPANTS.

(Signed)

Alan Ogle

Dept of Education

Jay E. Forten

Manager of Teachers

296 Boylston St. 2nd floor
Boston, Mass. 02116

Joseph P. O'Neill

CHAIRMAN

HARVARD UNIVERSITY
TRADE UNION PROGRAM

JOSEPH P. O'DONNELL
Executive Director

SOLDIERS FIELD
BOSTON, MASSACHUSETTS 02108
LARSEN HALL 505
APPIAN WAY
CAMBRIDGE, MASSACHUSETTS 02138

September 23, 1982

Ms. Teresa Raso
Massachusetts State Labor
Council
6 Beacon Street
Boston, MA 02108

Dear Teresa:

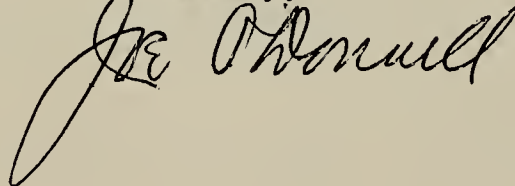
Enclosed is the bill for
tuition and dormitory for Brother James
Damery.

Also enclosed is a roster of
the 71st T.U.P. They appear to be a good
group and are settling in well.

Our thanks to the Mass. State
Labor Council for their support of the
Harvard Trade Union Program.

With best wishes,

Sincerely,



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Assista
United P
Botanic P
18 Fernald
Cambridge



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

PRESIDENT
ARTHUR R. OSBORN

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THOMAS G. EVERS
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KEVIN MAHAR
MARY ANN MANGO
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NANCY MILLS
A. MICHAEL MULLANE
JAMES NESTOR
GEORGE J. O'BRIEN
RICHARD F. PICCUITO
RICHARD E. POST
BARNEY WALSH

March 27, 1984

Joseph P. O'Donnell, Exec. Director
Harvard Trade Union Program
Graduate School of Education
Larson 505
Appian Way
Cambridge, Mass. 02138

Dear Joe:

The Education Committee of the Massachusetts
AFL/CIO is most appreciative of your parti-
cipation in the selection of the two (2)
recipients of the Harvard Trade Union Program.

I appreciate the time and effort devoted in
making this program a success.

Sincerely & Fraternally,

Arthur R. Osborn
President

opeiu-6
afl/cio

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260

THE UNIVERSITY OF CHICAGO



THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY
5408 S. DICKINSON DRIVE
CHICAGO, ILL. 60637
TEL: 773-835-3100
FAX: 773-835-3101
WWW: WWW.CHICAGO.EDU

MAR 26, 1984

THE SCHOLARSHIP SELECTION
COMMITTEE MET WITH THE
APPLICANTS FOR THE SEVENTY-
FOURTH SESSION OF THE
HARVARD TRADE UNION PROGRAM.

THE FOLLOWING CANDIDATES
WERE SELECTED:

FRANCIS X. McKEON
FOR THE ROBERT WATTFELLSHIP

AND

JOSEPH J. STROMSKI
FOR THE HARVARD TRADE
UNION PROGRAM ADVANCE
FELLOWSHIP.

RESPECTFULLY SUBMITTED,

Jay E. Porter
William D. Lane
Joseph P. O'Donnell, Chairman.



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

PRESIDENT
ARTHUR R. OSBORN

APRIL 2, 1985

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JAMES FARMER
BRUCE FERIN
GIL FERREIRA
WILLIAM J. FOLEY
ANTHONY FONSECA
WILLIAM F. IRVIN
JOSEPH W. JOYCE
THOMAS P. KERR
DONALD J. LEAHY
DICK LeBLANC
CECILIA LESHYK
DAVID LIMA
KEVIN MAHAR
MARY ANN MANGO
PATRICK J. MELE
NANCY MILLS
A. MICHAEL MULLANE
JAMES NESTOR
GEORGE J. O'BRIEN
RICHARD F. PICCUITO
RICHARD E. POST
BARNEY WALSH

JOSEPH P. O'DONNELL, EXEC. DIR.
HARVARD TRADE UNION PROGRAM
GRADUATE SCHOOL OF EDUCATION
LARSON 505
APPIAN WAY
CAMBRIDGE, MASS. 02138

DEAR BROTHER JOE:

THE EDUCATION COMMITTEE OF THE MASSACHUSETTS
AFL/CIO IS MOST APPRECIATIVE OF YOUR PARTI-
CIPATION IN THE SELECTION OF THE TWO (2)
RECIPIENTS OF THE HARVARD TRADE UNION PROGRAM.

I APPRECIATE THE TIME AND EFFORT DEVOTED IN
MAKING THIS PROGRAM A SUCCESS.

SINCERELY & FRATELNALLY,

ARTHUR R. OSBORN, PRESIDENT
MASSACHUSETTS AFL/CIO

OPEIU-6
AFL/CIO

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260

DOCUMENTS

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98		1967	1967	1967	1967
99		1968	1968	1968	1968
100		1969	1969	1969	1969

TR. VN. FELLOWSHIP PROGRAM

AT A MEETING HELD ON APRIL 1,
1985, THE COMMITTEE FOR SCHOLARSHIP
SELECTION MADE THE FOLLOWING CHOICES:

MASS AFL-CIO — ROBERT HAYNES
Robert Watt (NON WORKERS LOCAL # 7.

HARVARD TUP Alumni-Scholar-

JEAN CARA WALSH
DORON TEACHERS UNION LOCAL #66.

ALTERNATE IN EVENT EITHER OF ABOVE
CANDIDATES UNABLE TO PARTICIPATE IS
JAMES SULLIVAN
ACTWU # 232 (T)

Michael J. Daly

Jay E. Forte

Joseph P. O'Donnell



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

PRESIDENT
ARTHUR R. OSBORN

February 28, 1986

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THOMAS G. EVERS
RICHARD J. HEFFERNAN

SECRETARY-TREASURER
GEORGE E. CARPENTER, JR.

VICE PRESIDENTS
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DOMENIC BOZZOTTO
EDWARD F. BURKE, JR.
FRANK CECCARONI
LINDA R. CHIGAS
EDWARD W. CLARK, JR.
BERNARD CORBETT
JAMES DAMERY
CHARLES DeROSA
PAUL L. DEVLIN
CAROL A. DREW
JOSEPH C. FAHERTY
JAMES FARMER
BRUCE FERIN
GIL FERREIRA
WILLIAM J. FOLEY
ANTHONY FONSECA
WILLIAM F. IRVIN
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DAVID LIMA
KEVIN MAHAR
MARY ANN MANGO
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JAMES NESTOR
GEORGE J. O'BRIEN
RICHARD F. PICCUITO
RICHARD E. POST
CHARLES E. THOMPSON
BARNEY WALSH

Joseph O'Donnell
120 Warren Avenue
Plymouth, MA 02360

Dear Brother Joe:

The Education Committee of the Massachusetts AFL/CIO is most appreciative of your participation in the selection of the two (2) recipients of the Harvard Trade Union Program.

I appreciate the time and effort devoted in making this program a success.

In Solidarity,

Arthur R. Osborn
President & Education Director

opeiu-6
afl/cio

MASSACHUSETTS / AFL-CIO

8 Beacon Street, Boston, MA 02108

Telephone: (617) 227-8260



Joe O'Donnell

HARVARD UNIVERSITY TRADE UNION PROGRAM

Faculty Committee:

John T. Dunlop, *Ex Officio*
Hale Champion,
J. F. Kennedy School of Government
Richard B. Freeman
Department of Economics
James J. Healy, *Ex Officio*
David Kuechle,
School of Education

James L. Medoff, *Faculty Chairman,*
Department of Economics
Paul C. Weiler, *Faculty Vice-Chairman,*
Harvard Law School
Joseph P. O'Donnell, *Ex officio*

Invites Your Participation in the 75th Session (Spring) January 6 - March 27, 1986

PURPOSE:

To provide training related to the executive and administrative responsibilities of union officers and to the role of trade unionists in their various communities.

PARTICIPATION:

The University is primarily interested in having unions sponsor individuals with significant practical experience, good judgement and intelligence who plan to devote their careers to trade unionism. The primary qualification for enrollment is a record of successful experience in the labor movement.

COURSES:

Labor Relations • Economic Analysis • Labor Law • Union Administration • Grievance Arbitration and Collective Bargaining • Wage Administration and Benefit Programs • American Labor History • International Environment for Labor • Unions and Computers • Collective Bargaining Seminar •

In addition to normal course work, each participant is required to write a term report on a relevant topic.

EXPENSES:

Tuition	\$2500.00
Room	2000.00
Books	200.00
Meals	Variable

The average basic educational and living expenses of a participant will be about \$6000. Additional consideration should be given to the matter of transportation to and from Boston, Mass. and to expenses for laundry, incidentals, recreation, and the like.

For application or further inquiry, Please write:

Harvard University Trade Union Program
c/o James L. Medoff, Faculty Chairman
Harvard University
Littauer Center 115
Cambridge, MA 02138



2/24/86

AT A MEETING OF THE SCHOLARSHIP
ADVISORY COMMITTEE, WE HAVE
SELECTED

DAVE ~~CUNNINGHAM~~^{as} ~~FINN~~ AS WINNER OF
THE ROBERT WATT SCHOLARSHIP
AND

CARL PROPER. AS WINNER OF
THE HARVARD T. U. P. ALUMNI
ASSOCIATION SCHOLARSHIP.

RESPECTFULLY SUBMITTED

Robert P. Donald

Robert P. Donald



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

December 17, 1986

PRESIDENT

ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS

JOSEPH M. LYDON
THOMAS G. EVERS
JOSEPH C. FAHERTY

SECRETARY - TREASURER

GEORGE E. CARPENTER, JR.

VICE PRESIDENTS

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RICHARD E. POST
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CHARLES E. THOMPSON
BARNEY WALSH

Domenic Bozzotto, President

Hotel & Restaurant Workers Local 26

58-62 Berkeley St.

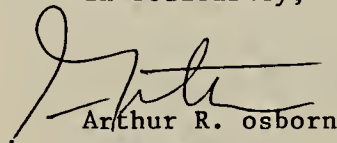
Boston, MA 02116

Dear Brother Bozzotto:

I recently received and completed your form letter to support the workers at the Back Bay Hilton. I had indicated I would be attending your rally today in solidarity with the employees' organizing drive.

Unfortunately, a longstanding commitment to speak at another forum several hours from Boston will prevent me from participating in this rally. I would like, however, to offer a pledge of solidarity for myself and the 400,000 members of the Massachusetts AFL/CIO in support of Local 26 and its employees at the Back Bay Hilton. At a time when Big Business and government conspire to destroy workers' rights, all union members must stand together. Organizing is the lifeblood of the labor movement; the Back Bay Hilton and the John Hancock Co. will not stop the flow.

In solidarity,


Arthur R. Osborn
President

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afl/cio

MASSACHUSETTS / AFL-CIO

8 Beacon Street, Boston, MA 02108

Telephone: (617) 227-8260



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

December 17, 1986

PRESIDENT
ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS
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THOMAS G. EVERS
JOSEPH C. FAHERTY

SECRETARY - TREASURER
GEORGE E. CARPENTER, JR.

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CHARLES E. THOMPSON
BARNEY WALSH

TO: President Domenic Bozzotto, Sec./Treas. Lucy Festa,
and Any Other Representatives of Local 26 Involved
in Assigning Workers for Special Events.

FROM: Arthur R. Osborn, President

Mass AFL/CIO staffers brought to my attention that there was an internal dispute amongst Local 26 members on what personnel should be assigned to work our Mass AFL/CIO Christmas office party.

Whereas it is our policy not to be involved with internal problems of local unions, I directed my staff to contact your local and request 2 workers that would be assigned according to your local union rules.

I hope you appreciate our position in this situation.

In Solidarity,

Arthur R. Osborn

Arthur R. Osborn
President

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MASSACHUSETTS / AFL-CIO

8 Beacon Street, Boston, MA 02108

Telephone: (617) 227-8260



AFL-CIO Laundry and Dry Cleaning International Union

LOCAL 66 OF NEW ENGLAND

697 BROADWAY

SOMERVILLE, MA 02144

Telephone 628-8770



December 8, 1986

Mr. Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

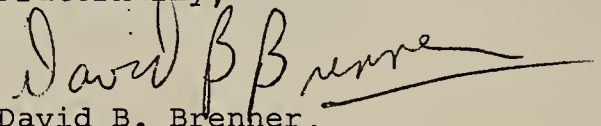
Dear Brother Osborn:

I would like to again thank you for the interest, support and active involvement of the Massachusetts AFL-CIO during the recent NASCO strike.

With your assistance we raised over \$5,000 to support the striking NASCO workers. Labor's demonstration of solidarity was an important part of our victory. Together we proved that Labor is interested in the needs of all working people.

Again, thanks to you and the leadership of the Massachusetts AFL-CIO for taking part in our victory at NASCO.

Fraternally,


David B. Brenner,
President

DBB/nts

Form 90
Income

Linda Kaborlean
clerk of Trade Union Prog
816-3567

493-9265



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

December 2, 1986

PRESIDENT

ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS

JOSEPH M. LYDON
THOMAS G. EVERS
JOSEPH C. FAHERTY

SECRETARY - TREASURER

GEORGE E. CARPENTER, JR.

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GEORGE J. O'BRIEN
RICHARD F. PICCUITO
RICHARD E. POST
JOHN F. SIMMONS
CHARLES E. THOMPSON
BARNEY WALSH

Doug Butler, President
Greater Boston A. Philip Randolph Institute
316 Huntington Avenue
Boston, MA 02115

Dear Brother Butler:

I am enclosing the specific piece of campaign literature that our complaint to you was lodged against.

Once again I urge you or anyone else connected with labor support groups to work with the trade union movement, not against it in elections of public servants. An asterisk will never replace the strength of solidarity.

Fraternally,

Arthur R. Osborn
President

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afl-cio

enc.

c.c. John O'Malley
Norman Hill

MASSACHUSETTS / AFL-CIO

8 Beacon Street, Boston, MA 02108

Telephone: (617) 227-8260

From the desk of...

ARTHUR R. OSBORN
President and Education Director
Massachusetts AFL - CIO

Dear Brother Butler

I am enclosing the
specific piece of
dampening literature
that our complaint to
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~~ON~~ ONCE again I
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Labor support groups
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Not against it in

From the desk of...

ARTHUR R. OSBORN
President and Education Director
Massachusetts AFL - CIO

~~Supporting~~ elections
of ~~Public~~ public servants
An Asterisk? will never
replace the strength of
Solidarity

~~Fraternally~~
Fraternally
A. R. Osborn

J. C. Malley
Norman Hill

G R E A T E R B O S T O N
A. Philip Randolph Institute

November 28, 1986


Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Brother Osborn:

In reply to your letter of November 25, 1986, it was I who endorsed a candidate other than the COPE endorsed candidate, not the Greater Boston A. Philip Randolph Institute. If my name was used on any of the candidate's material during the 12th Suffolk campaign in a manner to give the impression that it was an A. Philip Randolph endorsement, I will bring it to her attention. It is well known, I thought, by those with whom I communicate that the A. Philip Randolph Institute does not endorse candidates, but it's members may individually.

At this time I have seen no literature which misrepresents my endorsement in the 12th Suffolk as that of APRI. I will look for some of the campaign material used, but if any fliers are brought to my attention with an improper endorsement I will inform Ms Stewart (the candidate) of the impropriety.

Sincerely & fraternally,


Douglas Butler
President

Enc.

cc: John O'Malley
Norman Hill



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

November 25, 1986

PRESIDENT

ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS

JOSEPH M. LYDON
THOMAS G. EVERS
JOSEPH C. FAHERTY

SECRETARY - TREASURER

GEORGE E. CARPENTER, JR.

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BARNEY WALSH

Doug Butler, President
Greater Boston A. Philip Randolph Institute
316 Huntington Ave.
Boston, MA 02115

Dear Brother Butler:

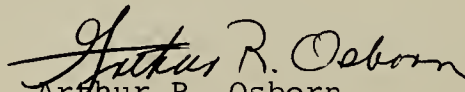
Unfortunately, this communication is to inform you of the disappointment the Massachusetts AFL/CIO Council (COPE Department) feels concerning your using your name and title with the A. Philip Randolph Institute to endorse a candidate in the September Democratic Primary in the 12th Suffolk District in Boston.

Your candidate was running against the incumbent representative who is acclaimed as a progressive labor supporter. His 100% labor voting record earned him the unanimous endorsement of the Massachusetts AFL/CIO COPE Department.

Fortunately, the voters in the 12th Suffolk recognized the COPE endorsed candidate's value to this working class district and returned him to office with an overwhelming vote.

The call for solidarity is stronger now than ever before. It does not help when parts of the whole break off on individual efforts.

In solidarity,


Arthur R. Osborn
President

cc: John O'Malley
Norman Hill

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afl/cio

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260



MASSACHUSETTS / AFL-CIO

Voice of Organized Labor 400,000 Strong

FOR IMMEDIATE RELEASE
December 3, 1986

CONTACT: John Laughlin
(617) 227-8260

PRESIDENT
ARTHUR R. OSBORN

EXECUTIVE VICE PRESIDENTS
JOSEPH M. LYDON
THOMAS G. EVERS
JOSEPH C. FAHERTY

SECRETARY - TREASURER
GEORGE E. CARPENTER, JR.

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CHARLES E. THOMPSON
BARNEY WALSH

A SIGN OF THE TIMES: BOSTON AREA PROUDLY WEARS THE UNION LABEL

The Massachusetts AFL/CIO and the Sign & Pictorial Painters Local Union 391 announced a year-long "union visibility" campaign today. The campaign, using billboards rented from Ackerley Communications, will appear in the Greater Boston area starting this week, to promote organized labor and encourage union membership. Labor leaders point out this is one of the first such coordinated multi-union efforts in the northeast.

This billboard campaign is part of an overall plan to increase the visibility and restore pride in the trade union movement in Massachusetts. Planning around airport ads and subway placards is being discussed.

The Massachusetts AFL/CIO is sponsoring this program, with labor donated by Sign & Pictorial Painters Local 391. Messages such as "Live Better Work Union" can be sponsored by area local unions for a two-week period. Currently 23 area unions are involved in the program. Ackerley Communications, the largest billboard advertiser in the state, has a union contract with the members of Local 391.

Local union sponsorship list attached.

-30-

MASSACHUSETTS / AFL-CIO
8 Beacon Street, Boston, MA 02108
Telephone: (617) 227-8260

12-
Early Spring

Letters on all IUD Bus.

Copies of Bills

Zip Codes / IUD Version

Chris Mackin

Employee Ownership

Women's Issues ?

Bankruptcy

Legislative Workshop
Coordinators

ASK
HARTS
&
ISSUES
CONVENTIONS

Reports

Issues Conventions

1987

Joe Cass / JIM Cass

GIRO J. CARDINAL
President

FRANCIS J. TOLAND
Executive Vice-President

RICHARD J. O'NEILL
Recording Secretary

NORFOLK COUNTY MASSACHUSETTS LABOR COUNCIL, AFL-CIO

MEETINGS 4TH MONDAY

SHIPBUILDERS HALL, QUINCY, MA 02169

Corresponding Secretary
ARLENE BROOKS

Vice-Presidents
GEORGE O'KANE
EDWARD WALSH
CLEMENT DURANTE
MARGARET WILSON
CHARLES COLBY
HARRY RILEY

Trustees
ARTHUR DURAND
THOMAS CHIRILLIO
RICHARD WILSON

Sergeant-at-Arms
LEONARD DERBYSHIRE



Secretary-Treasurer
WILLIAM CORLEY
71 Turner Street
Dedham, MA 02026

November 12, 1986

Massachusetts AFL/CIO
Attention: Arthur Osborn, President

Dear Arthur:

The Council would like to extend an invitation to you to address the delegates at our November 24, 1986 Council meeting. The meeting will be held at the Shipbuilders Hall in Quincy at 7:30PM.

The Council would also like to extend an invitation to Brother Roberto De La Cruz to make the Council aware of the Grape Boycott.

In Solidarity,

Richard J. O'Neill
Recording Secretary

RJO:lmr

KISTIN, BABITSKY, LATIMER & BEITMAN

Attorneys At Law

13 Falmouth Heights Road • P.O. Box 590
Falmouth, Massachusetts 02541
(617) 540-1606

Of Counsel:
Marcel S. Kistin
Nancy G. Shor

November 4, 1986

Boston Office
Suite 910
11 Beacon Street
Boston, MA 02108
(817) 723-6180

RE: Workers' Compensation Meeting - November 17, 1986

CLAIMANT'S ATTORNEYS' SURVIVAL UNDER THE NEW ACT

Hyannis Office
Route 132
1441 Building
Hyannis, MA 02601
(617) 771-7376

Dear Colleagues:

Our first obligation is to insure that we as attorneys survive the impact of the New Workers' Compensation Act. Our failure to survive will leave future w.c. claimants without effective representation.

After speaking to claimant's attorneys we have decided to meet to discuss and plan strategy for our survival.

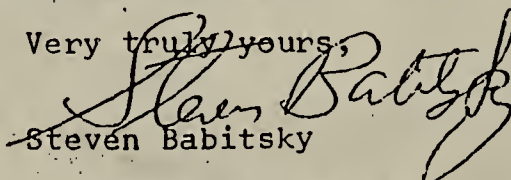
Our initial meeting will be held on 11/17/86 at the Howard Johnson's "57" Park Plaza Hotel, 200 Stuart Street, Boston, MA, in Room 2411 from 10:00 a.m. - 2:00 p.m. We will be discussing strategy for handling claims and the following substantive areas: Attorney's Fees: All aspects - strategy for filing claims and settlement - payment without prejudice - discontinuances - conciliations - benefits - COLA - rehabilitation - Sec. 36 and other areas of practical concern.

All firms attending should:

- 1) Review the Statute and Regulations (bring copies);
- 2) Bring revised office forms for practice under the New Act (30 copies of each form);
- 3) Notify the meeting coordinator at our office Barbara Reddy as to how many people will be attending (1-800-442-2207);
- 4) Be prepared with a 5-minute substantive presentation on an area of concern.

We look forward to a productive meeting that will provide us all with practical assistance in applying the New W.C. Law.

Very truly yours,


Steven Babitsky

SB/ep

P.S. Please circulate this letter among members of your firm.

P H O N E M E M O	TO	Arthur		DATE	12-16	TIME	11:40	AM PM						
	FROM	M	Dennis Wallace	AREA CODE	NUMBER									
	OF	I GELU			EXTENSION									
	M E S S A G E	681-9912												
		Thurs.												
Woman														
Committed														
	PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>	WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>
	SIGNED <i>[Signature]</i>													

AI GNER FORM NO. 50-176